UNIVERSITY OF
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University Planning Committee Meeting Minutes

December 18, 2018

Provost Harbor welcomed the committee members to the UPC, and described that the committee is beginning again with a reinvigorated charge.

History of Planning Assessment Continuum:

- Planning Assessment Continuum was a core theme devised in the 2010-11 Strategic Plan and recognized by assessment organizations as an innovative practice.
    - o Composed of: Planning Committee, Budget Committee, Implementation Committee, Assessment/Accreditation Committee
    - o http://www.umt.edu/planningassessmentcontinuum/default.php
- The membership of the committee was far different years ago. (More VPs, many deans, and representation from across sectors, more inclusion of folks from all around the institution.)
- UPC was working off of UM2020, the strategic plan.
    - o Each fall, from 2011-2015,the UPC would go through the plan, make indicators, set targets, and measure progress. They revised and posted updates to the plan each year.
    - o Next, the Provost, as head of the Planning Committee would ask for strategic requests. Those would come back to the planning committee (using a template). The UPC would review and make a short list of recommendations to move to the Budget Committee.
    - o In 2013, President Engstrom created Work Groups to look into critical topics (like cost savings, academic programming). They each created a large list of recommendations, although not many were implemented.
    - o Eventually, a lack of resources (budget for strategic initiatives) led to these plans being stalled at the budget committee, which stalled the entire cycle.
- In August 2016, at the State of the University address, President Engstrom announced the creation of the Strategic Planning Coordinating Council
- When Interim Provost Edmond ran UPC, she had a more specific focus on topics (not university-wide planning) like summer programming and advising.
- During the APASP review, that work replaced the work of the UPC.
- In spring 2018, President Bodnar reconstituted and recharged the UPC with this charge :
    - o 1) mission statement reviewed
    - o 2) Draft a clear, intentional, and integrated strategic plan for immediate action; the plan should include areas of focus and areas we will choose not to sustain, both programmatically and structurally given our fiscal constraints
    - o 3) proposing improved planning and assessment mechanism
- The history of the PAC is being provided now, because the third part of the charge is not yet completed. How do we want the Planning Assessment mechanism to operate? Also, we need to flesh out the communities of excellence.

Committee Feedback:

Provost Harbor asked the committee members to share their perspectives and questions about the UPC's history and future work.

o In spring 2018, the UPC was tasked to target programs that could be cut from a financial perspective. Those recommendations were marginally utilized. We went to a very different strategy, which made the UPC members feel our advice was not followed, and we weren't told anything had changed until later.

o The mission subgroup did a lot of work to come up with a concise mission statement. Then it went out to the campus community for feedback, and it was modified and many pieces were added. This wasn't the President/Provost making changes, it was campus community members outside of this committee.

o The PAC process was outlined in a way that could have worked, or should have, but without resources, we could not have a strategic use of money. The continuum might be able to work well, if we can earmark funds that are targeted for strategic investments.

   ▪ In terms of institutional accreditation, this was a clever way to ensure that we are assessing and tracking our goals that we've set up. The committees are still active.

o The Data Office is supporting the President's Priorities for Action rather than the UPC planning stage. Where do these two things connect? Should the priorities for action be the plan? How do these things relate to our accreditation report? What's the big picture?

   ▪ I think the campus needs clarity on that.
   ▪ I would like clarity on what the strategic plan is. We still see proposals that remark on UM 2020, the Strategic Vision. And then discussing the Key priorities for action, which do overlap.
   ▪ It would save a lot of time if we articulated these points of overlap and identify those which we are on the same page about.

o At risk of putting words in the President's mouth, he looked at all the past work, pulled out what he sees as the themes from the planning work, and is working to implement them

   o The Priorities for Action is the Implementation Phase and ties very closely to assessment. Which are the measures that we are using to determine our progress on these priorities for action?

o The question is--what is the role of the UPC at this stage, when there is a lot of work going on around implementation and assessment? How does this tie into the overall plan? How should we interact with the budgeting mechanism?

o If the only opportunities we have to invest are additive, I don't understand how that process would work. There is a perception on campus that AAIP, APASP, SPCC, never came to a logical conclusion. I see us still needing some strategy at this moment.

o A parallel process (PFA working groups) has been initiated since we last met. The UPC as it was reconstituted had a specific charge, which we executed. What is our fresh charge?

• Priorities for Action (PFA). Each PFA has key administrative leads, who are asked to pull together a group of people who are working to move these forward. They are working with Dawn to identify key measures (leading and lagging indicators) to move the PFA forward. But it does raise the question of what this group would be doing.

• Within the past year, we have many things that are just trying to get started. We have PFA, Gen Ed Revision, new software, new advising structures, new orientation, etc. There is a lot happening. One role this group could play is a hub for these conversations. We are coming at

retention, for example, in a lot of different ways. Without a hub, it's a bunch of wheels turning, and it leaves a lot of gaps. There's a lot of space for communicating what's actually happening and what's going on. You can't have just 20 people who know what's going on.

- o The PFA have not been communicated sufficiently to campus. There is a clear need to much more comprehensively communicate what is going on, and how other people's activities will fit into this. This is more about the implementation than the planning.
- o A lot of the people who have done the prior work really need to see what happened to their work, and how it came out of the past processes.
- I've been in several meetings where the priorities themselves need to be prioritized. I see a lot of big money asks and I'm not sure where these will be granted, and in what order. The UPC could serve to prioritize these funding requests.
- Moving forward with communities of excellence will allow for intentional planning.
- There is still a pretty significant area of contraction going on and I'm not sure if it is done strategically. Are these contractions happening strategically with communities of excellence in mind?
- Gen Ed committee is struggling with how to be bold and propose something significantly new when we don't know where all the pins will fall. This is an outcome of UPC work that the ball is rolling. Communities of Excellence--we took the bull by the horns with the Environment and Sustainability community with almost 70-80 faculty showed up. These are two areas where what the UPC did last spring is starting to get rolling.

Provost Harbor described his view of what we can achieve this year. The history of the UPC and what this group is set up to do recently is different. This group is a largely academic affairs group which is focused on academic issues. We can focus on communities of excellence. What are these things? What should they do? It turns out they will be different, based on the goals of each community. It's what the community wants that is most important so they can feel ownership.

- This group should put together a plan for how communities of excellence will be facilitated. What does this group mean by Community of Excellence and what guidelines should we give the campus to convene, and grow each community of excellence. How will it work?
- Within Academic Affairs, we have an implicit budgeting model. It's not just SCH but it's also productivity regarding majors, etc. That process is done. People have targets and are moving toward there. But what are we going to do moving ahead? What is the plan for an Academic Affairs budget? This has already been done at UM. There was a committee that designed a model but it was not implemented. There have been discussion about what would be measured and possible weighting. I would like this group to look at the model and determine what the group thinks of it as a way that AA budget might be driven, based on key things that are based on not only the PFA, but communities of excellence could reasonably work on. There are faculty, deans, staff, etc. People need to understand the system so they can guide activity of units that way to fit the activities of the university.
- If you design your system correctly, the rewards will go that way.

Feedback:

- I think the UPC could host meetings like the sustainability COE to gather people together.
- The sustainability and environment community was nothing but a listening session. It was open to the public as a whole and it wasn't targeted to those we knew were engaged in sustainability.

It was successful as a meeting because 1) the structure was open and inviting 2) there IS already a community here. It's excellent! Around the subject of environment and sustainability. All we had to do was say we are going to get together and people are so engaged they showed up! Should we look at the CoE again?

- We will figure out next meetings and how often/when to meet. We will take on the issue of CoE to discuss and implement. On the next agendas: 1) CoE and as we have time in the spring 2) input on budget model. We will send out the budget video and then will discuss.
- Provost Harbor will take back to the President the need to better communicate about the Priorities for Action.
- Maybe the PFA page should be on the implementation page.