# Wittenberg

January 25, 2017

Cover Letter for the Operational Agenda

In the course of its work, the University Planning Commission became aware of a number of areas of policy or procedural concern as well as opportunities for improvement related to the management and regular operation of the University. In most cases, these concerns did not relate directly to strategic priorities as described in the UPC's charge or to the realization of the Board's vision statement. On the advice of our process consultant Jane Dockery of Wright State University's Applied Policy Research Institute, we therefore gathered these recommendations into a document separate from the strategic plan. The attached "Operational Agenda" is organized under five goals, with preliminary guidance as to the office, committee, and/or individuals to which each goal and its related objectives should be referred for further review. Much of the work called for in the Operational Agenda can be taken up by existing entities on campus and addressed with current resources. Other priorities will require significant investment if progress is to be made.

The University Planning Commission submits this draft of the Operational Agenda for information to the Board of Directors at its February meeting, with the intention of sharing it as well with Wittenberg's new President and the appropriate campus committees and offices as identified in the Agenda itself.

Respectfully,

Ty Buckman and Pete Hanson, UPC Co-Chairs, for the University Planning Commission

# Wittenberg University Operational Agenda

**January 2017**

The University Planning Commission has concluded that significant progress toward the following operational goals will help to further the mission of the University and help to achieve the priorities identified in the proposed Strategic Plan: Renewing the Promise.

Many of these goals and action items represent university priorities that should be acted upon as soon as possible. The Commission therefore refers the following recommendations to the administrators and governance bodies identified below for immediate consideration, prioritization, and, where appropriate, implementation.

## Operational Agenda

<u>Refer Goal 1 to</u>: Director of Human Resources, Diversity Advisory Committee, Dean of Students, Chair of Faculty Executive Board, Assistant Provost of Institutional Research, Provost, Executive Director of Admissions, Chair of Teacher Effectiveness Committee, Chair of Enrollment Management Advisory Committee, President.

**Goal 1: Increase diversity as broadly-defined and support diversity and inclusiveness initiatives across campus**

1.1 Expand the Diversity Advisory Committee to **form a university-wide Diversity Advisory Council** to assist with the development of a culture of accountability around diversity and inclusion initiatives, practices and policies

1.2 Develop and implement a dynamic plan for **recruiting and retaining diverse faculty and staff**

1.2.1 Evaluate and improve practices to support the **success and retention of a diverse faculty and staff**, including faculty and staff orientation and mentoring programs

1.2.2 **Monitor faculty and staff demographics** to track turnover based on reported categories of diversity

1.3 Develop and implement initiatives to **integrate all students into the campus community** both inside and outside the classroom.

1.3.1 Develop targeted outreach plan to build pipelines, broaden the applicant pool, and admit an **increased number of qualified students from underrepresented groups**

1.3.2 **Inventory, evaluate, and enhance diversity-focused learning opportunities** inside and outside of the classroom

**Refer Goal 2 to:** **Chair of Faculty Executive Board, Vice President of Marketing and Communications, Provost, Board of Directors Executive Committee, President, Chairs of Staff Advisory Committee**

**Goal 2: Ensure collaborative, effective campus leadership and shared governance and process for monitoring progress on strategic objectives**

2.1 Create the means for **continuing dialogue between Board members, administrators, staff, and faculty leaders** about the principles and practice of shared governance as communicated in the university's charter and bylaws, and faculty bylaws

2.2 Create **benchmarks and a monitoring process for the strategic plan** that includes the preparation of reports on key plan metrics three times each year, one month in advance of each scheduled Board of Directors meeting

2.3 **Improve and create channels of communication** to enable effective and informed decision making

2.3.1 Clearly **communicate decisions being considered by the Board and the president's senior staff**, why they are being considered, the timetable for the decision, and the extent of the faculty and staff's opportunity to participate in the decision-making process

2.3.2 Create a **communication tool** for campus to provide ongoing feedback, questions, suggestions, strategic ideas, to campus leaders and key committees, with a mechanism for acknowledging receipt and consideration/discussion of the submissions

2.3.3 Develop **a means for staff to participate in and remain informed** about university decisions analogous to monthly faculty meetings

2.3.4 Engage **each academic department and university division in strategic planning** to increase enrollment and identify strategic philanthropic and grant-funded opportunities

2.4 Review and **assess the effectiveness of faculty governance** and the work of its boards, committees, and monthly meetings, and, when necessary, propose an action plan to improve it

**Refer Goal 3 to: Vice President for Finance and Administration, Provost, Chairs of Integrated Planning and Budget Committee, Director of Human Resources, Chairs of Staff Advisory Council, President**

**Goal 3:** Develop a **regularly updated, collaborative, multi-year budget model** with expense and revenue projections to enable effective planning and resource allocation in support of our mission. This model would be regularly shared with stakeholders at each stage of the budget-development process.

3.1 Establish an **annual university budgeting process** in which budgets are built based upon expected impact on the achievement of university priorities rather than primarily focusing on past precedent

3.2 Create **an integrated software and technology plan** that enables facile sharing of data in support of University operations and budgeting, and consistency in software and technology across our campus.

3.3 Strategically **reduce expenses and reallocate resources** to achieve university goals

3.4 Collaborate with area managers, including the Provost, to carefully **review all open positions for reassignment of duties** and possible cost savings or reallocation to areas of greater need across campus

3.5 Continue to **update or replace accounting systems** to provide budget supervisors with timely access to financial information and increased accountability

**Refer Goal 4 to: Director of Human Resources, Vice President for Finance and Administration, Provost, Chair of Budget and Compensation Advisory Committee, Chair of Faculty Personnel Board, Chairs of Staff Advisory Committee, President.**

**Goal 4: Improve processes that support and reward excellence in faculty and staff work**

4.1 Establish a **hiring for mission** program for supervisors and search committees coordinated by the Human Resources Office

4.1.1 Standardize and customize **new employee orientation processes** to ensure smooth transition to the institution and to familiarize with its liberal arts mission

4.1.2 Update **position descriptions** and revise/reinstate the position information questionnaire or other mechanism for evaluating workload, compensation, and promotion eligibility for staff

4.1.3 Implement a consistent and routine **annual performance review system** across all employee groups that includes loops for constructive feedback

4.1.4 **Audit professional development funds and policies** across all categories and align with university mission and key initiatives

4.2 Build in and conduct **annual monitoring of compensation** and establish mechanisms for allocating resources fairly, equitably and in alignment with mission and university initiatives

4.2.1 Conduct on a regular basis **benchmark surveys of compensation** and identify median salaries and benefits and clearly communicate these measures to all constituents

4.2.2 Build into the university's budget models **cost of living increases as a baseline** for faculty and staff salaries

4.2.3 Develop a plan to ensure a minimum of a **"living wage" for all hourly employees**

4.3 Recognize and **Reward exceptional work** through financial compensation and through recognition

4.3.1 Assess and **audit benefits and employee satisfaction** annually to maintain a competitive and responsive package

4.3.2 Establish a **faculty taskforce** to investigate and recommend a new faculty salary scale, including the option of a merit pay system and post tenure review, and to revise tenure and promotion guidelines to better align with the university's mission

<u>Refer Goal 5 to</u>**: Vice President for Finance and Administration, Director of Physical Plant, Chair of Facilities and Environment Committee, Chair of Sustainability Task Force, Vice President of Marketing and Communications, President, Dean of Students, Provost**

**Goal 5: Assess and improve the university's physical plant, academic and administrative support services, and related functions, to support priorities identified in the strategic plan**

5.1 Perform a **full campus facilities audit**, and identify opportunities for increased sustainability of the physical plant

5.1.1 Build and manage **capital and expense/repair project lists**, budgets and schedules and incorporate these into the annual university budgeting process

5.1.2 Establish **a priority list for campus improvements** and deferred maintenance that pays special attention to areas of student satisfaction (e.g., residences, dining, recreation)

5.1.3 Re-establish **campus-wide building and grounds committee** with diverse campus involvement

5.1.4 Repair and maintain sidewalks, roads, elevators, and ramp access to **improve ADA accessibility**

5.1.5 Integrate distinctive, engaging, brand-aware **signage of buildings and develop** an **interior branding strategy**, wall décor, and consistent look across campus

5.2 Develop a plan to **expand the use of the Library** in support of the academic program and student experience

5.3 **Update the technology modernization plan** to ensure that hardware and software support student learning, administrative functions, and integrated use of data

5.4 Make progress toward President's Climate Commitment and prioritize **sustainable practices** across the university