Building the Plane in the Air: Changing a Campus Culture While Integrating Vision, Budget, and Program Review

MJ Brukardt
Stephanie Jamelske
Andrew Phillips
Who we are ....

- **MJ Brukardt**
  Special Assistant to the Chancellor for Strategic Planning
  University of Wisconsin - Eau Claire

- **Stephanie Jamelske**
  Budget Officer for Academic Affairs
  University of Wisconsin - Eau Claire

- **Andrew T. Phillips**
  Academic Dean and Provost
  U.S. Naval Academy
Our Context

- 2009: Budget cuts
- 2010: New growth initiatives & budget increases
- The “process” common denominator:

Evidence-based decision making
Our Goal: Integrated Planning

- Priorities and strategic directions (Gold Arrows)
- Budget decisions / process
- Understanding the “position” of each program
  - PEEQ = Program to Evaluate and Enhance Quality
The “State of the University”

A culture of contradictions ...

- Reject top-down decision making
- Passive about taking initiative
- Proud of academic innovation
- Change averse
- Excessive about bureaucratic policies
- Not fully invested in assessment & continuous improvement

BUILDING BRIDGES
Help Wanted! Change Needed

- Collaborative
- Nimble
- Evidence-based for performance enhancement
Strategic Plan

Implementing Our Plan | 2008-09

Transforming Our Future ... Together

- Complete Equity Scorecard
- Recruit diverse faculty, staff, and students
- Develop multicultural and cross-disciplinary pilots
- Create and implement an enrollment management plan
- Foster student and campus dialog on EDI — Equity, Diversity, and Inclusiveness

- Identify best practices, including financial solutions, for implementing EDI programs
- Develop immersion pilots
- Launch CETL
- Implement process improvements efforts in each division
- Revise PolyLab and Faculty and Academic Staff Handbook
- Foster campus dialog on EDI
- Include EDI in professional development for all faculty and staff

- Implement budget process, encouraging proposals that address EDI outcomes
- Identify revenue-generating opportunities
- Explore grants to support EDI initiatives

- Implement PEO: Program to Evaluate and Enhance Quality
- Integrate EDI assessment in PEO and in revisions to program review, annual report, and performance review
- Create campus master plan
- Inventory and implement improvements toward a more inclusive physical environment, i.e., signage, communication, restrooms, etc.
- Articulate a philosophy of equitable, inclusive physical resource stewardship
- Launch Climate Commitment Initiative
- Begin to implement President's Commitment strategies
- Expand community partnerships for facilities

GOAL 1: Foster Purposeful Learning
GOAL 2: Promote Connected Learning
GOAL 3: Accelerate Global Learning
GOAL 4: Nurture Human Resources
GOAL 5: Amplify Financial Resources
GOAL 6: Focus Programmatic Resources
GOAL 7: Steward Physical Resources

Transform Learning
Transform the University

Building Bridges
Integrated Budget Process
Evidence-Based Decision Making

Program to Evaluate and Enhance Quality

MISSION | QUALITY | COST

BUILDING BRIDGES
The Foundation for PEEQ

- PEEQ has been guided by Robert Dickeson’s book:
  - *Prioritizing Academic Programs and Services (1999)*

- ... and also by work done at Bemidji State University and Drake University
PEEQ’s Three Major Criteria

+ Mission Centrality
+ Quality
+ Cost

+ opportunities
Color Wheels

- Expressing the “evaluation” using colors

Quality

- Modern and Well-Developed Curriculum
- Well-Developed Assessment Process that Improves the Program
- Instructional Currency
- Faculty Scholarship
- Not Vulnerable to Staffing Changes
- Experiential and Transformative Learning
- Demonstrates and Promotes EDI
- Excellence in Teaching and Advising
- Contribution to the University's Identity / Distinctiveness
Holistic Evaluation

- Mission Centrality
- Cost
- Quality
Do’s and Don’ts for Culture Change

1. Do involve all leaders, but lead by following

2. Don't get locked into a process: build the plane in the air

3. Don't forget to communicate

4. Do give people permission to change

5. Do hold people accountable
Questions?

- Feel free to contact us ...
  - brukarmj@uwec.edu
  - jamelss@uwec.edu
  - aphillip@usna.edu

- Our materials are available at ...
  - http://www.uwec.edu/chancellor/stratplan
Mission Centrality

- A holistic “evaluation” for each criterion

Mission Centrality

- Supports University Purpose, Vision, and Strategic Goals
- Program Learning Goals Aligned with Liberal Education / Graduate Learning Goals
- Contribution to Other Programs
- Graduates Meet Regional / State Needs
- Contribution to the Region
Quality

- A high quality program
  - Some areas for improvement

- Modern and Well-Developed Curriculum
- Well-Developed Assessment Process that Improves the Program
- Instructional Currency
- Faculty Scholarship
- Not Vulnerable to Staffing Changes
- Experiential and Transformative Learning
- Demonstrates and Promotes EDI
- Excellence in Teaching and Advising
- Contribution to the University's Identity / Distinctiveness
Cost

- An expensive program