

NACUBO ANNUAL MEETING

BUILDING BRIDGES

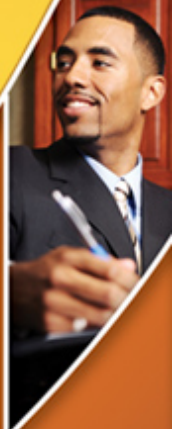
SAN FRANCISCO | JULY 24 – 27, 2010

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



BUILDING BRIDGES

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 **AND YET**
- Passive about taking initiative
- Proud of academic innovation **AND YET**
- Change averse
- Excessive about bureaucratic policies **AND YET**
- Not fully invested in assessment & continuous improvement

BUILDING BRIDGES

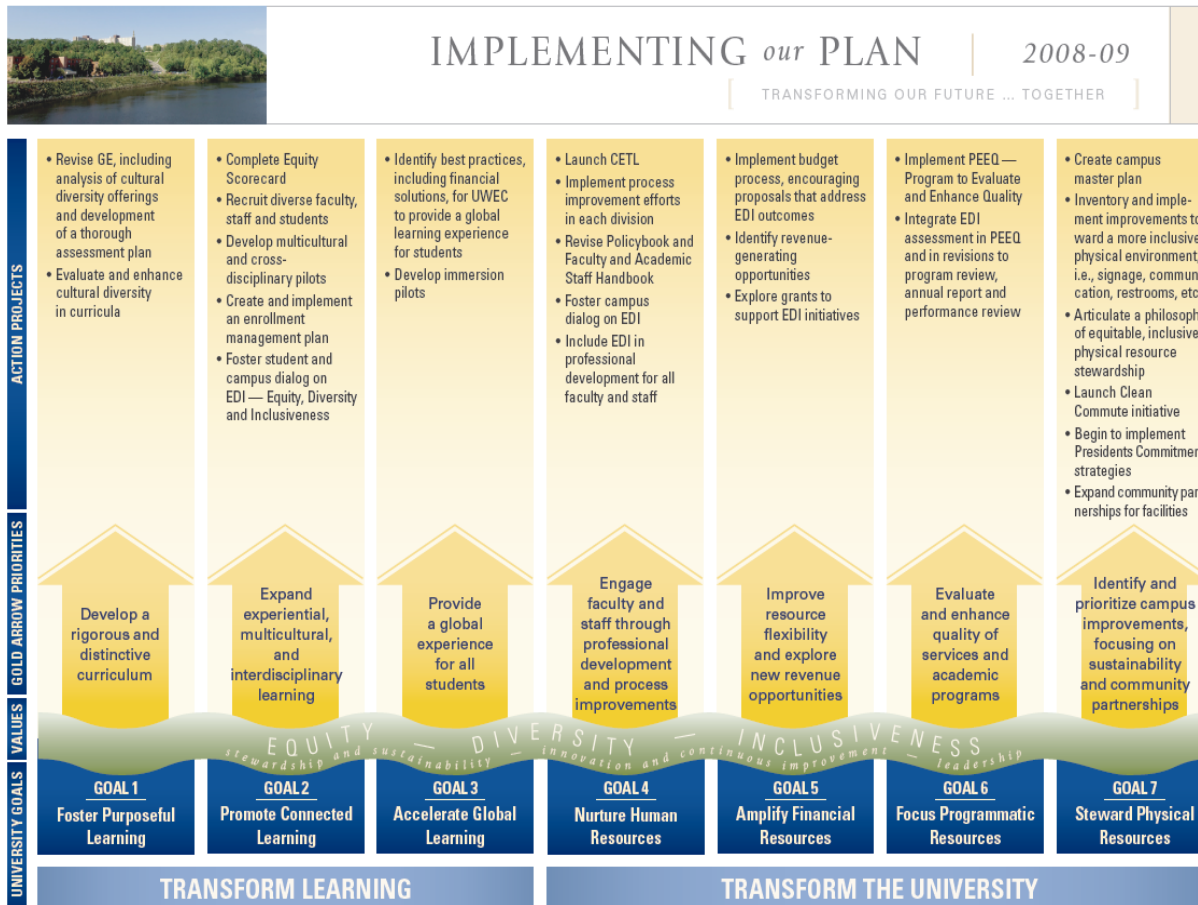
Help Wanted! Change Needed

- Collaborative
- Nimble
- Evidence-based for performance enhancement



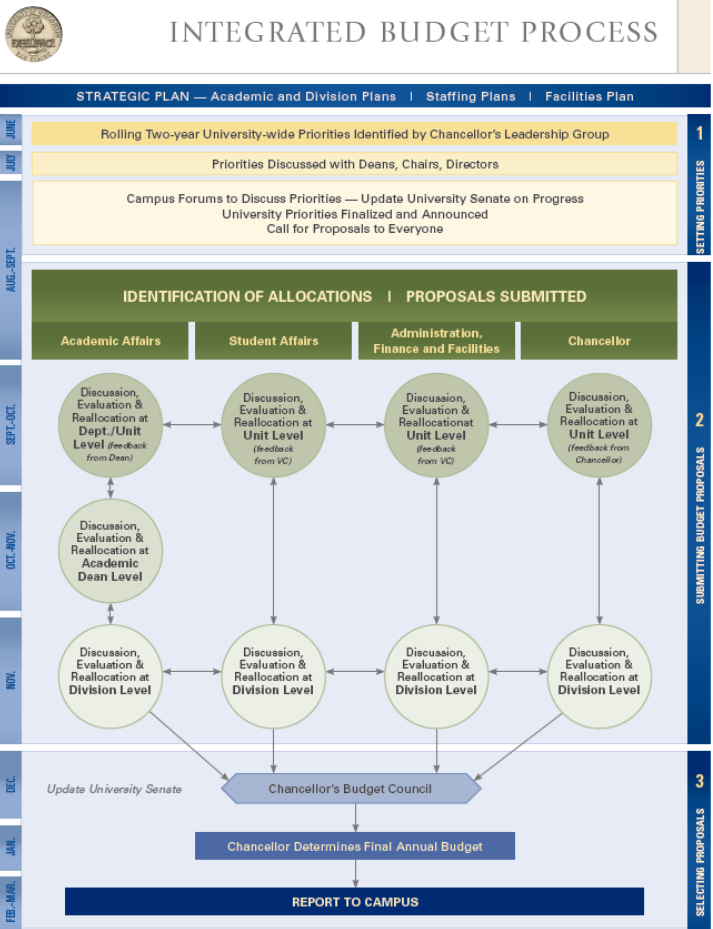
BUILDING BRIDGES

Strategic Plan



BUILDING BRIDGES

Integrated Budget Process



BUILDING BRIDGES

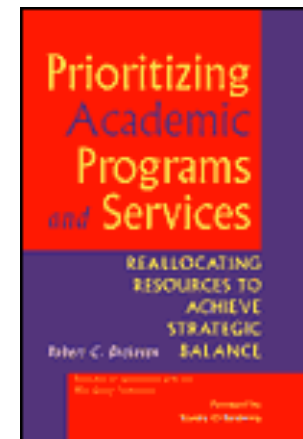
Evidence-Based Decision Making



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



+ opportunities

BUILDING BRIDGES

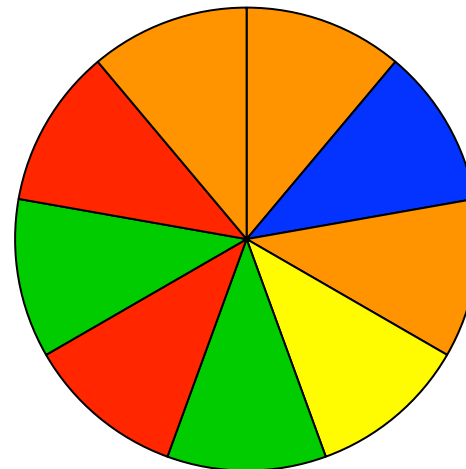
Color Wheels

- Expressing the “evaluation” using colors



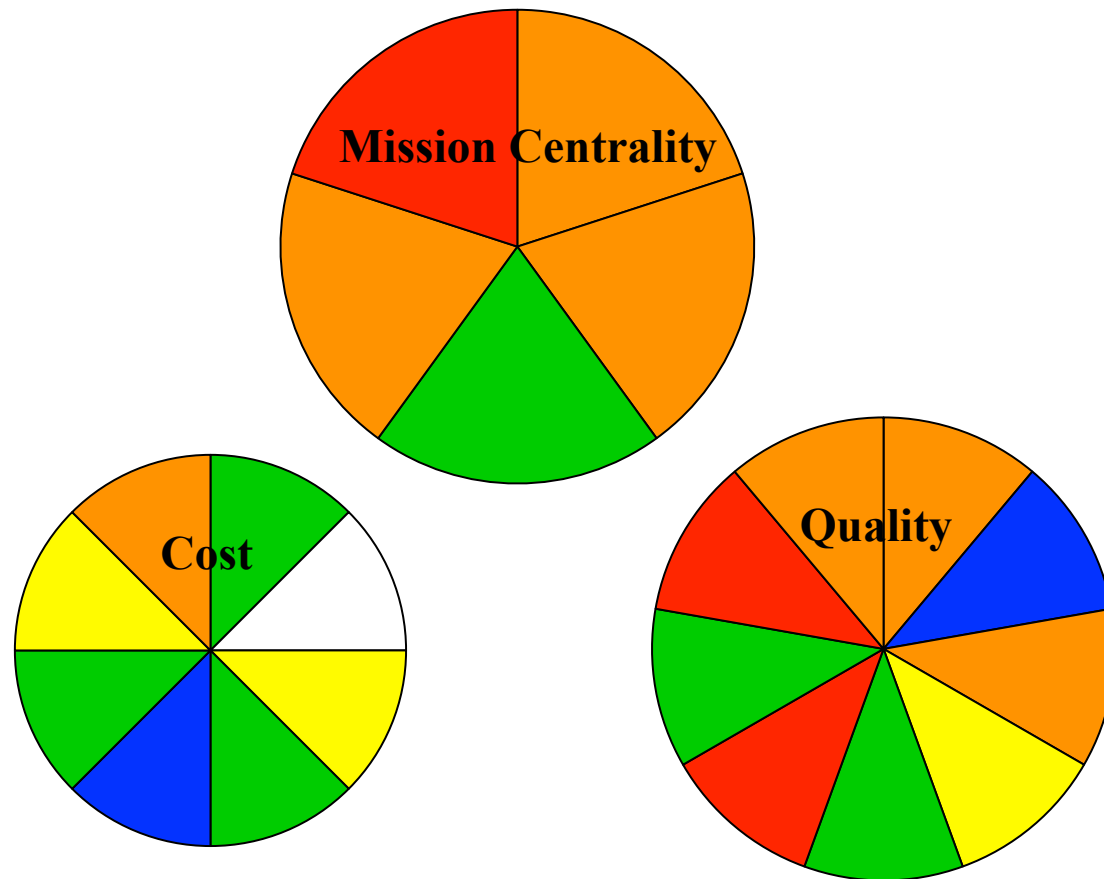
Quality

- 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



BUILDING BRIDGES

Holistic Evaluation



BUILDING BRIDGES

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>



BUILDING BRIDGES

NACUBO ANNUAL MEETING
BUILDING BRIDGES

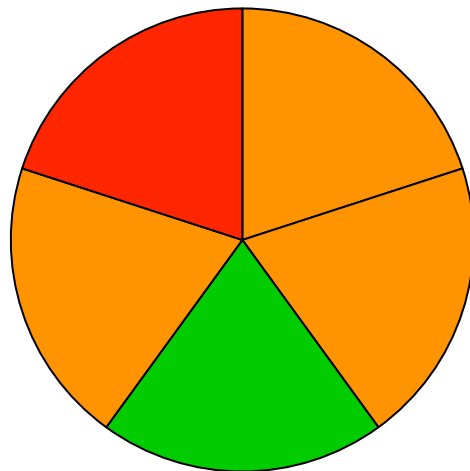
SAN FRANCISCO | JULY 24 – 27, 2010



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

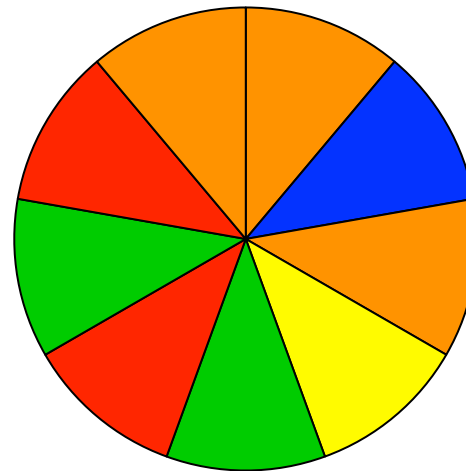
BUILDING BRIDGES

Quality

- A high quality program
 - Some areas for improvement

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

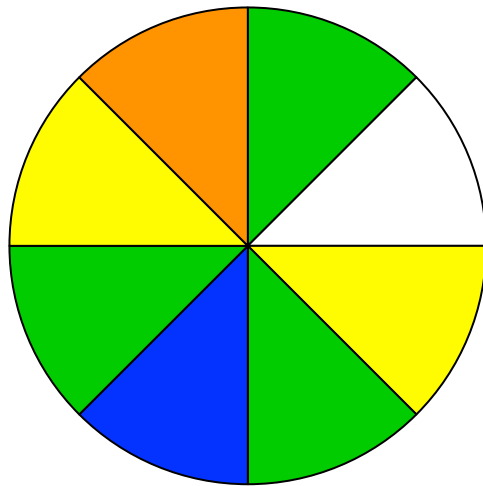


BUILDING BRIDGES

Cost

- An expensive program

Cost



- SCH per FTE
- SCH per Undergrad/Grad Level
- SCH per Upper/Lower Division Course
- SCH per Faculty/IAS FTE
- Direct Instructional Expenditures per SCH
- Importance and Incremental Cost of Small-Enrollment Programs
- Importance and Incremental Cost of Small-Enrollment Classes
- Student Retention, Credits to Degree, Graduation Rates

BUILDING BRIDGES