

Work Group #5 Summary Update 7-02-07

Work Group #5 has been meeting weekly to address the issues pertaining to “Effectively Managing for Our Mission.” The group has used as its guide the desired outcomes identified by the earlier groups involved with developing the strategic management process. To further focus its effort the group identified what it thought were the key areas driving the university and came up with:

- Budget
- Curriculum/Programs
- Facilities
- Management/Governance
- Personnel
- Enrollment Management

At this point the Work Group split into six subcommittees to conduct the environmental scan. To help the group members focus for both the internal and external scans, the following five issues were addressed for each area:

- Process (Are there established university procedures for _____?)
- Policy (Are there university policies in place that would impact _____?)
- Financial Support (Are there monies available to support _____?)
- Review the Decision (Are there established processes in place to review past decisions—or in other words, is there accountability, follow-up, and/or a continuous improvement process)
- Priorities (How does this decision/action fit with the university’s priorities?)

The Work Group met throughout the environmental scanning process so the subcommittees could share with the rest of the group what information they had gathered and obtain feedback. Upon getting towards the end of both the internal and external scans the subcommittees started drafting recommendations. Although the Work Group is still finalizing the recommendations and gathering additional information as appropriate, some of the key ones are as follows:

Budget

- Strategic plans should be developed at all institutional levels – but are most in need at the “top” levels of the institution. These plans should provide clear direction and the ability to develop priorities among the many needs of the institution.

- Decisions should require a discussion of the relevant strategic priorities and be linked to funding sources. That is, there should be explicit links between priorities, funding, and decisions made.
- Strategic plans should provide measurable goals and milestones, and continuous quality improvement processes should be put into place to monitor the results.
- Existing processes and principles guiding reallocations of base budgets should be reviewed for effectiveness. The institution should investigate best-practices available elsewhere and consider implementing suitable models.

Curriculum/Programs

- Develop program prioritization and master academic planning processes.
- Institute liberal education learning outcomes and quality improvement processes for co-curricular and curricular programs.
- Establish administrative office (something like "Dean of Undergraduate Studies") for oversight of cross-college concerns (like GE, FYE, Blugold Fellows, Service Learning, Assessment, ...)
- Investigate credit for co-curricular learning
- Investigate "student desire" registration and scheduling
- Discuss branding UW - Eau Claire as "Wisconsin's Experiential University"

Facilities

- A detailed Facilities Master Plan which would include:
 - Campus Master Plan
 - Campus Development Plan
 - Long-Range Maintenance Plan
 - Campus Parking Plan
 - Space Use Plan

Management and Governance

Sue Harrison was so consumed with Freshmen Orientation over the last several weeks that she had very little time to work on this topic. However, with the conclusion last week of Freshmen Orientation until August, she and Jacob will be working on this section in preparation for the final report.

Personnel

- Develop a written, formal process for requesting FTE. Through this process, the university would be able to better align new positions with established priorities. It would eliminate the need for “personal pleas,” which is a current informal way in which positions are requested. With a written, formal process, decisions regarding FTE could be well thought out and assessed, without the urgency and emotional components that may accompany personal pleas. Additionally, it is crucial that the process be easily available to the campus community.
- FTE allocation should be directly tied to the university’s established priorities. This is not currently taking place, except in occasional informal ways. The allocation of available FTE has tended to be reactionary rather than forward-thinking. Positions are allocated to departments/units that are in dire need of additional staffing without any thought of how the initiative aligns with the university’s priorities.
- Develop a process to assess the impact a new position has on a department/unit. Since UWEC typically does not choose to eliminate a position currently filled by a person, two activities should occur regarding new positions:
 - capture the additional productivity resulting from a new position along with how well that productivity fits in the university’s priorities.
 - determine whether the new position fulfilled the stated need within the department/unit and whether it is aligned with the critical priorities of UWEC.

Enrollment Management

- Agree on what “enrollment management” means for UW – Eau Claire. Currently, there are many different internal perspectives of what enrollment management can and should encompass for a comprehensive, moderately selective, public university.
- Form a task force to determine the most efficient and effective organizational structure to foster enrollment management as defined at UW – Eau Claire.
- As part of that structure, form an enrollment management committee of 8-10 individuals who have authority and responsibility for debating the philosophical issues of enrollment management and for providing clear directions as how those decisions should be implemented.