

**Outcome Directed Planning Update:
Recommendation for Stewardship Goal Teams and
How They Relate to the
Stewardship Coordinating Council**



**Presentation to Executive Committee
October 20, 2008**

Dr. Jane LeMaster and Dr. Susan Griffith

Background

Dr. Jane LeMaster and Dr. Susan Griffith discussed with President Blandina Cárdenas and Dr. Paul Sale, Provost, the development of six Stewardship Goal Teams, each to oversee the University's progress on its six goals. This proposal led to a reconfiguration of the Stewardship Coordinating Council (SCC) to reflect the membership on the Stewardship Goal Teams. While the fundamentals of the purpose, responsibilities, and leadership and reporting line of the SCC are retained in this proposal, the responsibilities have been distributed between the SCC and the Stewardship Goal Teams.

The trigger for developing the Stewardship Goal Teams was the review of the assessment of the FY08 annual action plan for the President's Division. These teams are an integral part of the ODP map for the President's Division. However, while these teams were conceptualized in December 2005 as part of the President's Division ODP map, they have not yet been implemented.

In addition, an evaluation of the functioning of SCC during FY2008 revealed a few problems. This proposal for six Stewardship Goal Teams to be led by and report to a reconfigured Stewardship Coordinating Council has the potential to provide the focus that was missing from the SCC in 2007-2008. The details of the proposal presented here include sentiments of President Cárdenas and Provost Sale made to Dr. LeMaster and Dr. Griffith during their October 2, 2008, meeting.

Rationale for Change in Stewardship Coordinating Council Structure

During 2007-2008, several problems arose with the structure and functioning of the SCC. Some of the symptoms of a dysfunctional council included poor attendance, poor meeting preparation by members, and poor follow through on assignments. With respect to attendance, the overall participation rate was 61% for the 12 monthly and special meetings from October 2007 through June 2008. Most concerning, however, was the 37% attendance by the Academic Affairs College Stewardship Liaisons, since they were a major factor in the FY2008 revision.

Upon reflection, SCC Executive Team members, President Cárdenas, and Provost Sale identified a few contributing factors. First, there were too many meetings. Second, there were expectations that the group would make operational decisions, such as setting calendars for planning and assessment processes, developing the agenda for the annual retreat, etc. Third, the operational nature of expectations resulted in a neglect of a primary function of SCC – to monitor the University's progress on its six goals and report to the University community. Fourth, there were too many members -- 45 -- on SCC. This proposal is intended to overcome these shortcomings.

Alignment with Current Charge for Stewardship Coordinating Council

This recommendation is aligned with the Stewardship Coordinating Council (SCC) purpose and responsibilities approved by Executive Committee and reflected in the August 20, 2007, document "Stewardship Coordinating Council Operating Procedures Effective Fall 2007". These statements are included in Appendix I for reference. The only addition is the second sentence in the purpose statement:

In addition, the SCC is responsible for communicating across campus how well we are progressing on our six goals. The Stewardship Goal Teams will report to SCC; SCC will continue to report to the Executive Committee.

Relationship of SCC and Stewardship Goal Teams

Most if not all of the 2007-2008 membership of the SCC will continue to be involved in the Stewardship process, since a concerted effort was made to seat them on the Stewardship Goal Teams, and/or the SCC itself.

The six Stewardship Goal Teams will expand participation in the Stewardship process. Oversight of the six goals will actually be enhanced by including more of the stakeholders with vested interest in each goal on the appropriate Goal Teams.

In 2007-2008, part of the problem with the functioning of the SCC was its size – 45 members. It is recommended that SCC be reconfigured as smaller groups drawn from the new Goal Teams. It is suggested that two members of each Goal Team comprise the Stewardship Coordinating Council. In addition, technical members will be included to facilitate the functioning of the SCC. This reconfiguration would afford adequate representation of each Goal Team on SCC, but be small enough – 18 members -- to function well.

Charge for the Strategic Planning Stewardship Goal Teams

The charge for each of the Stewardship Goal Teams is the same as that included in the President's Division ODP map. The text is displayed here. This strategy is included for each of the six goals in the President's Division ODP map.

Establish a Stewardship Team to monitor this goal with leadership from the Executive Committee and membership from all stakeholder groups.
<ul style="list-style-type: none">▪ Direct Stewardship Coordinating Council to prepare for the President a report on Strategic Planning Stewardship Teams, to include recommendations for:<ul style="list-style-type: none">▪ a charge for the Stewardship Team for this goal.▪ membership from all stakeholder groups.▪ leadership from the Executive Committee or other senior administration.▪ methods for assuring that all division plans (ODP maps) are synchronized and supportive of the university ODP maps.▪ identification of budget requirements and sources of funding.▪ operating, reporting and evaluation procedures for continuous improvement of this process.

Stakeholders for Each Stewardship Goal Team

Below are lists of suggested stakeholders by Stewardship Goal Team. An attempt was made to include the most essential stakeholders while keeping the number on each Goal Team small enough for it to be efficient. It is expected that each Goal Team will, when appropriate, establish sub-teams to work on specific tasks. These sub-teams will allow for the participation of increasing numbers of stakeholders in the process.

Provide students a quality educational experience that enables them to complete their educational goals in a timely fashion

<ul style="list-style-type: none"> • Provost/Vice President for Academic Affairs • Senior Vice Provost for Undergrad Studies • College Stewardship Liaison: Dean of Health Sciences and Human Services • College of HSHS Planning/Assessment Coordinator 	<ul style="list-style-type: none"> • Academic Advisement and Mentoring Center Representative • Faculty Senate Representative • Student Government Association Representative • Academic Affairs Stewardship Liaison (recorder)
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Become an outstanding research institution, emphasizing collaborative partnerships and entrepreneurship.

<ul style="list-style-type: none"> • Vice Provost for Research and Sponsored Projects • Vice Provost for Graduate Studies • College Stewardship Liaison: Dean of Science and Engineering • College of S&E Planning/Assessment Coordinator • Office of Sponsored Research Representative 	<ul style="list-style-type: none"> • Faculty Research Council Representative • Graduate Council Representative • Faculty Senate Representative • Student Government Association Representative • IT Stewardship Liaison (recorder)
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Enhance UTPA's engagement with the community to meet challenges and maximize opportunities.

<ul style="list-style-type: none"> • Division of Community Engagement Representative • College Stewardship Liaison: Dean of Arts and Humanities • College of A&H Planning/Assessment Coordinator • COSERV Representative • Staff Senate Representative 	<ul style="list-style-type: none"> • Faculty Senate Representative • Student Government Association Representative • University Advancement Stewardship Liaison • Community Engagement Stewardship Liaison (recorder)
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Collaborate with P-12 schools to enlarge the pool of applicants who are personally prepared and academically qualified for higher education.

<ul style="list-style-type: none"> • Assoc. VP/Dean of Admissions • College Stewardship Liaison: Dean of Education • College of Education Planning/Assessment Coordinator • Teacher Preparation Programs Representative • Admission Committee Representative 	<ul style="list-style-type: none"> • Upper Rio Grande Valley P-16 Council Representative • Faculty Senate Representative • Staff Senate Representative • Student Government Association Representative • ESS Division Stewardship Liaison (recorder)
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Infuse Inter-American and global perspectives throughout the University community.

<ul style="list-style-type: none"> • Office of International Programs • College Stewardship Liaison: Dean of Social and Behavioral Sciences • College of SBS Planning/Assessment Coordinator • Office of International Programs • Office of International Admissions and Services Representative 	<ul style="list-style-type: none"> • Faculty Senate Representative • Staff Senate Representative • Student Government Association Representative • Pres. Div. Stewardship Liaison (recorder)
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Optimize institutional effectiveness and efficiency consistent with high quality organizational standards.

<ul style="list-style-type: none"> • Asst. VPBA/Director of Budgeting • Division of Academic Affairs Representative • Division of Business Affairs Representative • Division of Community Engagement Representative • Division of Enrollment and Student Services Representative • Division of Information Technology Representative 	<ul style="list-style-type: none"> • Division of University Advancement Representative • College Stewardship Liaison: Dean of Business Administration • Faculty Senate Representative • Staff Senate Representative • Student Government Association Representative • BA Division Stewardship Liaison (recorder)
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Stewardship Coordinating Council

As recommended, the Stewardship Coordinating Council would be comprised of two members from each of the Strategic Planning Stewardship Goal Teams, augmented by support staff to draft agendas, prepare materials and minutes, etc. A membership of 18 members will adequately represent each Goal Team but keep the group small enough to operate efficiently.

Suggested SCC membership might be:

- Goal One: Quality Education
 - Provost/Vice President for Academic Affairs
 - Senior Vice Provost for Undergraduate Studies

- Goal Two: Research
 - Vice Provost for Research and Sponsored Projects
 - Vice Provost for Graduate Studies
- Goal Three: Community Engagement
 - Division of Community Engagement Representative
 - COSERV Representative
- Goal Four: K-12 Collaboration
 - Associate Vice President /Dean of Admissions
 - Upper Rio Grande Valley P-16 Council Representative
- Goal Five: Inter-American
 - Office of International Programs Representative
 - College Stewardship Liaison: Dean of Social and Behavioral Sciences
- Goal Six: Effectiveness and Efficiency
 - Division of Business Affairs Representative
 - Division of Information Technology Representative
- Other Support Staff Members
 - ESS Stewardship Liaison, OIRE Executive Director, ODP Technical Expert, and Continuous Improvement Technical Expert
 - OIRE Administrative Associate (recorder)

Implementation

Assuming the membership of the Goal Teams and SCC are finalized in October, the following timeline is suggested for implementing this proposal in FY2009.

Who	What	When
Executive Committee	Finalize membership of Goal Teams and SCC	October 2008
OIRE with President's Office	Send out "appointment" letters to membership	October/early November 2008
President, Provost	Lead a "kick off" meeting with membership of Goal Teams and SCC to: <ul style="list-style-type: none"> • Discuss charge • Teams choose leader • Teams discuss performance measures for their goal 	Late November/early December 2008
SCC	Review Goal Team reports on performance measures, assembles data for each, forwards to EC for approval.	February 2009
EC	Approve performance measures and returns to SCC and Goal	March 2009

	Teams	
SCC	Communicate performance measures to the University community	April 2009
SCC	Review Continuous Improvement Summary Reports (CISR) from Colleges and Divisions and recommends Institutional CISR to EC.	Early Spring
Goal Teams and SCC	Reflect on their impressions of University progress on each Goal. Review data on performance measures. Share results with EC and any recommendations for improvement for FY2010.	Late Spring 2009

Appendix I

Stewardship Coordinating Council (SCC) purpose and responsibilities approved by Executive Committee and reflected in the August 20, 2007, document “Stewardship Coordinating Council Operating Procedures Effective Fall 2007”

Purpose

The purpose of the Stewardship Coordinating Council is to coordinate the integrated institutional planning, assessment, budgeting and continuous improvement process that is the integral part of the stewardship process. *In addition, the SCC is responsible for communicating across campus how well we are progressing on our six goals.*

Responsibilities

The responsibilities of the Stewardship Coordinating Council are to:

- Set the integrated calendar for the stewardship process, whose elements include planning, assessment (including student learning outcomes), budgeting and continuous improvement.
- Coordinate the development and submission of annual action plans, annual assessment reports, and Outcome Directed Planning (ODP) map revisions.
- Arrange for training for individuals involved so they may competently complete their responsibilities within the stewardship coordination process for planning, assessment, budgeting and continuous improvement.
- Coordinate the stewardship coordination process to integrate planning, assessment, budgeting and continuous improvement to assure that UTPA remains in compliance with SACS (Southern Association of Colleges and Schools) standard 2.5:
The institution engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that incorporate a systematic review of programs and services that (a) results in continuing improvement and (b) demonstrates that the institution is effectively accomplishing its mission.
- Recommend modifications to the stewardship coordination process and make changes as approved by Executive Committee.
- Develop the agenda and logistics for and participate in the annual institutional planning retreat.

Leadership and Reporting Responsibility

The SCC will be led by an Executive Team elected by the Council at its first meeting. The Executive Team will be comprised of a chair, vice chair, and three members-at-large. The Executive Director for OIRE will be a permanent member. The Executive Team will prepare agendas, review and revise proposals, working documents, etc. and bring them to SCC for discussion by the Council.

The Stewardship Coordinating Council reports to the Executive Committee.