

# UHD Faculty Senate

Minutes recorded by: Michael Cavanaugh  
October 15, 2019 2:30 - 3:59 pm  
UHD A-300

**Senate:** Michael Duncan, Ronald Beebe, Hsiao-Ming Wang, Michael Cavanaugh, Maria Benavides, Alexander Bielakowski, Dexter Cahoy, Kristen Capuozzo, Stephanie Coleman, Prakash Deo, Isaac Elking, Krista Gehring, Angela Goins, Felicia Harris, Susan Henney, Pamela Hurley, Tahereh Jafari, Cynthia Lloyd, Steve London, Jeffery Martz, Laura Mitchell, Mitsue Nakamura, Nathan Neale, Andrew Pavelich, Joseph Sample, Johanna Schmertz, Jace Valcore, Pat Williams, Julie Wilson.

**Absent:** Franklin Allaire, Timothy Klein, Ting Zhang.

**Guests:** Eric Link, Provost/VPAA; David Bradley, VPAF; Faiza Khoja, AVP Academic Affairs; Jerry Johnson, AVP Faculty, Research, and Sponsored Programs; Sandra Dahlberg, Faculty Ombuds; Darlene Hodge, FS Admin; Pat Ensor, Library Director; John Lane, Director of TTLC; Michelle Moosally, Associate Professor; Chris Rodney, Executive Director Academic Administration and Operations; Kevin Dorsey, Business Administrator Academic Affairs; George Anderson, AVP for Business Affairs.

**Call to order:** The Senate was called to order at 2:30 pm by Senate President Michael Duncan.

## Minutes

Minutes of the October 1st, 2019 meeting were approved unanimously.

## Reports

Provost Link gave a presentation (see attached) to Senate over the strategic planning preparations. He also passed around handouts (see attached).

Provost Link explained that we are about to enter into the final year of the current (revised) strategic plan. The last time UHD did a strategic plan from scratch was around 2007-2008. The idea is that this will be a two-step process with a bridge plan to bring us forward 2-3 years and then a long-term strategic plan to lead us 10 years down the road.

The floor was opened for questions and discussion.

Q - How are the workgroups formed?

A - Provost Link indicated that there would be a Qualtrics survey asking for volunteers for certain committees. There will be some questions for the volunteers and he encouraged volunteering if one could. This was all contingent on positive reactions to the plans from the Senate.

Q - The steering committee consists of specific individuals (Senate President and Senate President Elect) from the Senate, which change by the academic year. Will the other positions change too? What about an outside person?

A - The steering committee positions are based on title so there will be some turnover, but hopefully there will be some stability too. According to Provost Link, the outside person on the steering committee will be appointed by the President.

Dr. Michelle Moosally suggested that it might be a good idea to have standing committee meeting times prior to asking for volunteers. Dr. Link thanked her for the suggestion.

Dr. Duncan asked whether Provost Link wanted an actual vote from Senate or just to see if there was a sense that this plan was okay. Dr. Link explained that he wanted to make sure that this did not come off as a disaster in the making. The strategic planning exercise is very common in higher education; however, the two-stage process is new. The reexamination of everything in 3-4 years is a good thing to have. What UHD is and What UHD wants to be...

Q - What is the timeline for the working groups?

A - Provost Link said that things would move very quickly. The call for volunteers will go out in 24 hours and the steering committee will start meeting next week.

I am excited/worried about a bridge too far without feedback. The previous mission statement for UHD did not seem to have feedback, and I hope this new plan will. If feedback is in the schedule, that would be even better.

Provost Link replied by saying the new plan will have feedback from multiple stakeholders across the university. He also said that he could put it on his schedule to give updates to Senate on the progress.

I was on the previous committee working on the strategic plan and I do not think our work made it into the final version of the plan. Not sure adding a lot of committee work with meetings twice a month is worth it.

Provost Link understood the reluctance. However, this bridge plan (and the subsequent full plan) will have bottom up working groups and the strategic plans will represent that.

Q - Why the two plans?

A - As Provost Link explained, the two plans are there to take advantage of some unique milestones coming up, while not rushing the strategic planning exercise (our current plan runs out at the end of the academic year). We have our 50th anniversary coming up soon; the Wellness and Success Center will soon be built. We will also have some resolution on the I-45/I-10 construction project soon. Short term we can take stock in what we have done and what we have accomplished. Long term, we need to figure out how to anchor the institution for the next 10 years.

Dr. Jerry Johnson suggested that for the feedback loop, the bridge plan allows us to further develop the UHD story. The current strategic plan is not great at this. Developing a story helps us branding wise and allows a test run with this.

Dr. Duncan indicated that he did not sense a serious objection from Senate.

Provost Link thanked the Senate for the feedback. He said this is important work and he hoped to start with a "Let's give it a shot". We will work on great and comprehensive strategic plan and there will be feedback in all formats (please let him know if feedback does not occur).

Ms. Chris Rodney came to Senate to give a short presentation on updates to reimbursement.

She stated that there were some problems last fiscal year with reimbursement. Senate identified bureaucracy as a major issue with reimbursement. We looked at the issue and found some ways to fix it.

There were high turnovers of departmental business administrators (DBAs) along with too many approvals in the reimbursement process. As of September 1st, we took the Provost's office out of the approval process, which reduced the time to reimbursement by close to 48 hours. Additionally, we have added trainings for reimbursements, which should help to bring DBAs up to speed. We have also added a new travel policy allowing DBAs to contact agencies directly, instead of having to go through the travel office.

### **Updates**

Dr. Duncan gave an update from FSEC on the legality of Blackboard Ally: No news.

Discussion ensued.

We need to know this so that we know who to make protests to. We have to make reasonable accommodations due to disabilities, but these are not reasonable nor are they related to DSS.

Dr. Duncan said that he is still investigating the issue.

Provost Link said that his office reached out to Mr. Nambo's (in charge of Ally for the system) office so that he could come and talk to Senate with Hope Pamplin and Erika Harrison.

Dr. Duncan stated that Mr. Nambo was at the meeting yesterday.

Q - Is Blackboard Ally in the Texas Code?

A - No.

The legality is a secondary question. This is simply a tool and we are not looking at the benefit to the students. Is it worth it? Not for me, as the time commitment does not work. How can they tell if I am compliant? Having an implementation date seems off. We need to know the answers to the questions.

There are significant questions about implementation.

Dr. Moosally explained that she was invited to the meeting yesterday, and it seemed like those invited were the ones who had initial questions. The implementers are well intentioned but not clear. It almost seems like we are operating out of fear of a potential audit. This is a workload issue of massive proportions, with no clear issues. There is a mandate of May 2020 with green for good and red for bad. PDFs are not enough and this seems to be a huge burden for our adjuncts. There are tons of questions remaining.

The adjunct issue is a big one. They are paid little and this a lot of extra work. This is a workload issue for lecturers too.

This is a big workload issue. Some disciplines have files that are in the original format and they should not change, except for those in DSS. A comment was made that "education is education." That comment rings false.

Dr. Sandra Dahlberg explained that an accommodation is not supposed to alter pedagogy. Students in my classes need to read. Some of my classes work with files that contain original images of documents. Those would not work under Ally.

Dr. Duncan introduces the Staff Council President Elect, Ms. Bobbi Shaw, who has come to discuss the possibility of having Senate participate in an event that will help provide a Thanksgiving meal to a family in need.

Dr. Schmertz makes a motion for Senate to participate with Staff Council in the event and the motion is seconded by Dr. Goins.

Some discussion on the motion.

I will participate as a senator, but I like to give away from UHD as we already give too much.

The motion is voted on and the motion passes with unanimous approval, with 1 abstention.

Dr. Duncan also gave an update on the Compensation Resolution. He stated that it was pointed out that most of the resolution was agreed to by President Munoz, but the consistent year to year merit pool was not.

Discussion started on the issue.

I agree, we need a consistent merit pool set aside every year.

While I agree and I think we should move ahead with language using "should". Any language using "must" makes it mandatory. As we all know, enrollment is the driver for the raises. It will cost about 1.7 million (estimate) this year for the raises. It should be a priority but reality is true too.

Some of the resolution needs to be rewritten because of Dr. Munoz's address.

Dr. Pavelich makes a motion to have FSEC rewrite the resolution making future merit raises a priority along with emphasizing greater transparency from the administration, with the additional reflection that there is a current merit pool that was approved. Dr. Bielakowski seconded the motion.

Discussion on the motion occurred.

Will they take us seriously?

What's to say they will not prioritize something else over merit?

Pay raises should not be the first priority. There are other things to prioritize, no firings, not raising tuition, etc. Merit should be toward the top, but it should not be the top.

Don't we just want transparency as to the budgetary restraints? We can ask for information as to why.

Dr. Johnson said he agreed with transparency. He said that passing a resolution is good and building in accountability allows you to move onto something else.

Dr. Moosally indicated that more transparency is needed on the Planning and Budget Committee, especially related to priority and consideration. Having more context on what else is prioritized would help faculty understand the why when it came to the merit pool.

Q - Why rewrite it?

A - Dr. Duncan explained that things have happened since the resolution was written.

Staff council raises are much bigger for them than for us. Staff are grossly underpaid - even more so than us. Maybe we want to separate from Staff Council.

We want to seem unified.

Q - Any questions from Staff Council about the resolution?

A - Dr. Duncan said that he has not heard any.

I do not want FSEC to work too much.

This does not seem like too much work for FSEC.

Dr. Duncan explains that this is not a vote up or down on the resolution, this is simply on whether FSEC should work to incorporate changes to the resolution. If we do not pass the motion, the resolution's language will not change.

The previous motion is voted on and the vote is 16 for yes, 5 for no, and 4 abstentions. The motion passes and FSEC will work to incorporate the changes.

Dr. Deo makes a motion to adjourn and Dr. Elking seconded the motion.

Meeting adjourned at 3:59 pm.



# STRATEGIC PLANNING

## Destination 50 and beyond



University of Houston-Downtown®

**Office of the Provost**

October 15, 2019

# Guiding Principles

- Transparent
- Involve all stakeholder groups
- Dynamic and Flexible
- Tied to a clearly articulated financial plan
- Provide both long and short term benefit
  - Rally point for campus
  - Road map for the future
- Data Informed and Mission Focused
- Both Aspirational and Achievable/Realistic

# A Good Strategic Plan...

- Is not necessarily unique
- Is inspirational but realistic
- Tells a story
- Is tied to an annual budgeting processes
- Is measurable
- Fosters a positive campus climate
- Reflects institutional values
- Builds on institutional strengths
- Is not overly complex



# Process: A Bird's Eye View

Phase 1: Pre-Planning

Phase 2: Discovery

Phase 3: Plan Development

Phase 4: Plan Implementation

# Summary & Process

## UHD's planning model

Bridge Plan: FY 2021 – 2024

New Strategic Plan: FY 2025 - 2035

# Overall Timeline

## BRIDGE PLAN

FY 2020          Pre Planning , Discovery & Development

FY 2021          Launch & Implement

## NEW STRATEGIC PLAN

FY 2022          Pre planning & Discovery

FY 2023-24      Development

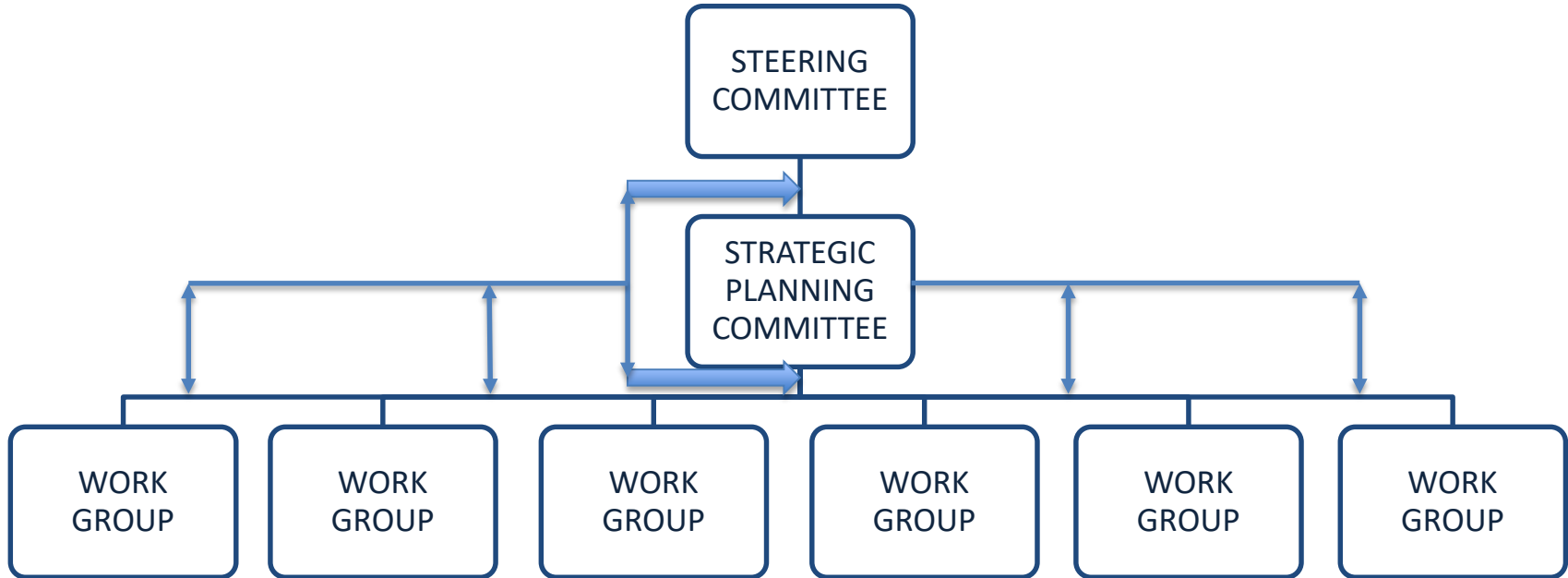
FY 2025          Launch & Implement

# TIMELINE IN A NUTSHELL

## Overall Strategic Planning Timeline



# STRUCTURE

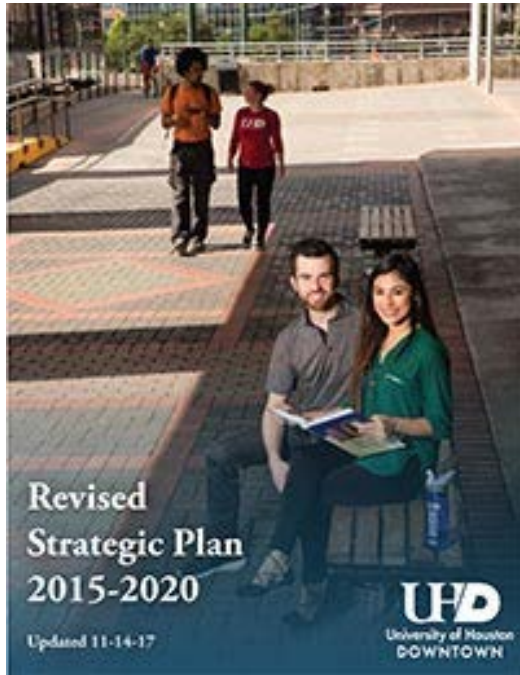


# BUDGET

## BRIDGE PLAN FUNDING

COMMITTEE DISCRETIONARY FUNDS	\$ 15,000.00
PUBLICATION PRODUCTION EXPENSES	\$20,000.00
MARKETING & EVENTS	\$15,000.00

# Questions?



## A View Into the Future

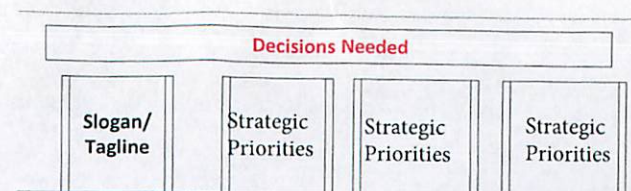
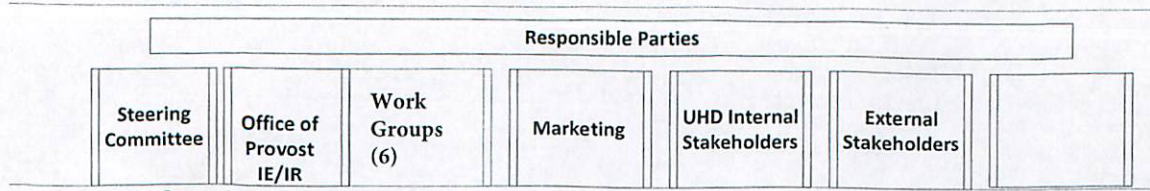
Major  
Opportunities  
on the  
Horizon



University of Houston-Downtown



Strategic Plan  
2012-2020



Strategic Planning Committee

**UHD Bridge Plan 2021-2024  
"Bridge to 50"  
Scope and Deliverables  
October 15, 2019**

- Complete
- In Progress
- Not Started

Define the Scope	Target Population UHD Community (Cabinet Level Staff, Faculty, Staff, Students, Alumni, External Stakeholders)	Bridge Plan Deliverables	Phase 1 Pre-Planning	Phase 2 Planning	Phase 3 Draft Reports	Phase 4 Bridge Plan Document Develop	Phase 5 Launch
<p><b>Scope:</b> Launch a 3 year Bridge Plan that communicates and tells a story of UHD major accomplishments, current goals and work that needs to be done using the current 2015-2020 Strategic Plan.</p>	<p><b>Phase 1</b> – Pre-Planning (October 2019)  <b>Phase 2</b> – Planning (February 2020)  <b>Phase 3</b> – Draft Reports (May 2020)  <b>Phase 4</b> – Bridge Plan Document Development (August 2020)  <b>Phase 5</b> – Launch (September 2020)</p>	<ol style="list-style-type: none"> <li>1. Form &amp; Charge Steering Committee</li> <li>2. Form &amp; Charge Strategic Planning Committee and (6) work groups (Student Success, Student Access, Program Advancement, Research/Scholarship, External Partnership, Administration &amp; Infrastructure)</li> <li>3. Develop Project Plan</li> <li>4. Develop PowerPoint</li> <li>5. Develop Booklet</li> <li>6. Create Strategic Planning Website</li> <li>7. Hold Stakeholder Meetings</li> <li>8. Develop Bridge Plan</li> <li>9. Create Video of Bridge Plan Process</li> <li>10. Develop Communication Plan</li> <li>11. Bridge Plan Document</li> <li>12. Establish Budget</li> </ol>	<ol style="list-style-type: none"> <li>A. Identify Brand Strategy "Bridge to 50"</li> <li>B. Identify PM</li> <li>C. Confirm Joint Timeline w/ Marketing</li> <li>D. Identify Deliverables</li> <li>E. Identify and Confirm Steering and Strategic Planning Committee</li> <li>F. Identify &amp; Establish Work Groups</li> <li>G. Establish Charge for Steering, Strategic Planning &amp; Work Groups</li> <li>H. Establish Communication Plan</li> <li>I. Confirm Budget for Bridge Plan</li> <li>J. Create Website</li> <li>K. Provost Present to President's Cabinet &amp; Faculty Steering Point</li> <li>b. Booklet</li> </ol>	<ol style="list-style-type: none"> <li>A. Review Stamats Report &amp; Confirm UHD Tagline</li> <li>B. Review &amp; Build Document Library</li> <li>C. Hold Town Hall</li> <li>D. Create Brand/Marketing Materials</li> <li>E. Perform Gap Analysis/Findings/Evaluation of Findings</li> <li>F. Create Video of Bridge Plan Process</li> </ol>	<ol style="list-style-type: none"> <li>A. Working Groups Begin Drafting Reports</li> <li>B. Review/Edit Reports</li> <li>C. Publish Discovery Reports</li> <li>D. Review/Edit Video</li> </ol>	<ol style="list-style-type: none"> <li>A. Finalize/Approve Video</li> <li>B. Faculty Approve Plan</li> <li>C. Finalize Bridge Plan</li> <li>D. Executive Sponsors Sign Off</li> <li>E. Print Bridge Plan</li> <li>F. Marketing Draft Memorandum</li> <li>G. President Sends Memorandum</li> </ol>	<ol style="list-style-type: none"> <li>A. Presidents Unveils Bridge Plan/Video at Fall Convocation</li> <li>B. CELEBRATION!</li> </ol>

**Existing Resources**

- Revised Strategic Plan 2015-2020
- Marketing Report
- Institutional Research Data
- Institutional Effectiveness Data
- Strategic Planning Website
- Marketing
- Editor
- \$50,000 Budget

**Define the Business Processes**

1. Form and Charge Committees
2. Design & Publish Website
3. Create, Review & Approve Video
4. Confirm & Brand Marketing Materials
5. Identify, Schedule & Hold Town Hall & Stakeholder Meetings
6. Develop and Implement Communication Plan
7. Create, Approve & Print Marketing Materials
8. Review, Edit, Approve & Publish Discovery Report
9. Perform & Compile Data Analysis
10. Draft, Edit, Approve & Launch Bridge Plan

**Communications**

- Notify University Faculty/Staff of Bridge Plan
- Schedule Bi-Weekly Meeting with Strategic Planning Committee/Work Groups
- Schedule Monthly Meeting with Steering Committee
- Announce Town Hall in Spring 2020
- Bridge Plan Website
- Document Library
- Memoranda
- Announcement/Launch at President's Address in September 2020
- Hold 4 Project Checkpoint Meetings

**Marketing**

1. Confirm Branding Tagline
2. Draft Memoranda
3. Edit Bridge Plan
4. Create Website
5. Campus Outreach Campaigns (print, e-mail & in person) with Branded Materials
6. Video/Pictures