BRIDGE PLAN: GOAL 4

GAP ANALYSIS SUMMARY
&
FRAMING STORY TEMPLATE
GAP Analysis Findings

- High Level Overview of GAP Analysis:
  - Identify data for each Objective and Strategy of Goal 4 for analysis (see Spreadsheet handout).
  - Time-intensive; anticipated completion in mid-December.

- Summary of GAP Analysis to date:
  - **Objective 1 and associated Strategies:**
    - Faculty Publications and scholarly/creative deliverables baseline from CVs in mid-December.
    - Policy work is ongoing but slow; policy reform not always in the context of Research/Scholarly/Creative agenda.
    - Seed funding for ORCA insufficient; Faculty Development not agile; Funded leaves marginally sufficient.
    - Library Support largely adequate but not targeted to areas of emphasis.
  - **Recommended:**
    - Revisions: Strategy 1.1- Create comprehensive workload policy that reduces service to foster Research/Scholarly/Creative agenda.
    - Deletions: None
    - Potential Additions: Add targeted research infrastructure and seed funding to enhance Research/Scholarly/Creative agenda; focus on student involvement.
  - Summary of GAP Analysis: Research/Scholarly/Creative agenda is ancillary in policy development; university research infrastructure and seed funding insufficient.
GAP Analysis Findings

■ High Level Overview of GAP Analysis:
  – Identify data for each Objective and Strategy of Goal 4 for analysis (see Spreadsheet handout).
  – Time-intensive; anticipated completion in mid-December.

■ Summary of GAP Analysis to date:
  – Objective 2 and associated Strategies:
    ■ Faculty hiring, retention, promotion, salary data in mid-December.
    ■ Focus on hiring non-tenure track faculty in past decade has led to university growth without tenured/tenure-track growth has created workload disparities that impact Research/Scholarly/Creative output.
    ■ Faculty salaries not perceived to be sufficient.
    ■ Faculty are qualified to support Mission and Vision but R&T and merit not aligned with modern universities.
  – Recommended:
    ■ Revisions: Focus on faculty of color to match student demographics; change ‘highly qualified’ to ‘faculty with strengths in Research/Scholarly/Creative Activities.’
    ■ Deletions: Question the relevance of Strategy 2.3- Faculty handbook
    ■ Potential Additions: Active recruitment and retention strategies for faculty (of color).
    ■ Summary of GAP Analysis: Research/Scholarly/Creative agenda is ancillary in policy development; more intentional approaches to faculty recruitment and retention.
GAP Analysis Findings

- High Level Overview of GAP Analysis:
  - Identify data for each Objective and Strategy of Goal 4 for analysis (see Spreadsheet handout).
  - Time-intensive; anticipated completion in mid-December.

- Summary of GAP Analysis to date:
  - Objective 3 and associated Strategies:
    - No definition for ‘academic culture of the university’ so no intentional approach to enhance it.
    - Current faculty workload is a barrier to showcasing faculty Research/Scholarly/Creative achievements.
    - Student participation in Research/Scholarly/Creative activities varies by college; not uniformly expected or rewarded in departments or R&T.
  - Recommended:
    - Revisions: Revise Objective 3 to focus on student involvement; focus on intersection of faculty Research/Scholarly/Creative Activities agendas with Social Justice issues;
    - Deletions: None
    - Potential Additions: Intentional focus on increasing external funding that includes student involvement.
    - Summary of GAP Analysis: Current Objective is unfocused, but strategies focus on student involvement.
GAP Analysis Findings

■ High Level Overview of GAP Analysis:
  - Identify data for each Objective and Strategy of Goal 4 for analysis (see Spreadsheet handout).
  - Time-intensive; anticipated completion in mid-December.

■ Summary of GAP Analysis to date:
  - Objective 4 and associated Strategies:
    ■ ORSP efforts support Objective 4 at 50% of staffing levels of 2015 (Grant Academy; AVP writing efforts; etc.).
    ■ Focus on high IDC return does not account for structural factors and historic Mission/Vision of UHD.
    ■ Partnerships with Community Colleges must be organic and faculty-driven.
  - Recommended:
    ■ Revisions: Revise Objective 4 to focus external funding that is Mission/Vision-driven and highlights Research/Scholarly/Creative agendas with Social Justice issues.
    ■ Deletions: IDC focused strategy.
    ■ Potential Additions: Intentional focus on increasing external funding that includes student involvement; focus on University Centers; focus on social justice.
    ■ Summary of GAP Analysis: Current Objective is more appropriate for a research-intensive university.
Framing Story

Due: December 5, 2019

- Identify Thematic Stories That:
  - Focus on group, program or departmental successes
    - Ask Colleges highlight 2 – 3 high-profile accomplishments for each year from 2009 – 2019.
  - Show trends or patterns that shape conditions for UH-Downtown or group of students:
    - Highlight Research/Scholarship/Creative Activities that intersect with issues of Social Justice.
    - Highlight Research/Scholarship/Creative Activities that involve student participants.
  - Suggest structural causes or social determinants of an issue:
    - PBDC is a competitive free-for-all; perhaps restructure to focus on intentional and dedicated funding of each strategic plan goal.
    - High faculty workload must be addressed to increase Highlight Research/Scholarship/Creative Activities.
<table>
<thead>
<tr>
<th>Questions:</th>
<th>What? (Revisions or Additions)</th>
<th>Why? (How it meets the objective?)</th>
<th>When?</th>
<th>Where? (Consider e.g. distance education in terms of students/staff/faculty)</th>
<th>Who? (Faculty, Staff, Undergrad/Grad Students, Administrators, External Stakeholders)</th>
<th>How? (Surveys, Focus Groups, etc.)</th>
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**Answers:**
BRING THE STORIES TOGETHER!

Strategic Planning Committee