

Below are the main points I raised at the Cabinet meeting on Monday of 1/26/2015 and at the Executive Council of January 29, 2015. These are not so much minutes, as key points and guidelines, some of which I have further elaborated below.

1. As president I am ultimately responsible for SACS re-affirmation, as well as the QEP. As we proceed with SACS and the QEP, it is important that I have oversight and final approval for budgetary or resource allocations which might impact our success, including positions, IT support, space, and prioritization of projects.

2. The QEP, SACS re-affirmation, and Carnegie—all taken together—provide us with an opportunity to change how we function as an organization. It is essential that we reframe our thinking. We cannot afford to routinely approve projects, memos, unit plans, or marketing efforts, but rather, we must review our projects, priorities, and actions in the context of the QEP. We cannot proceed with business as usual or take the approach, “that’s the way it has always been done at UHD.”

3. Resources are limited and should be prioritized to achieve our goals, not only for SACS, the QEP and Carnegie, but to attain our targets and goals for the strategic plan. If we do so, we will have sufficient resources for QEP and for our priorities, ensuring that we meet or exceed our targets for enrollment growth, retention and graduation rates, research, and fundraising. This includes review and re-allocation of base resources to meet our strategic goals and initiatives.

4. The QEP Impact Report coincides with our next Carnegie application, which requires comprehensive evidence that the institution prioritizes Community Engagement, assesses it, assigns resources for our engagement, raises money for it, and rewards faculty and staff for those efforts. Carnegie requires that we seek external funding and grow our commitment to Community Engagement. We must have a sustained commitment, demonstrated through our resource allocation, now. Accordingly, our #1 legislative special request is for Community Engagement funding. We have in place the Presidential Awards for Community Engagement, honoring UHD faculty, staff, and students with monetary awards and plaques. In addition, we will allocate funds from the 40<sup>th</sup> Anniversary Gala for scholarships for Community Engagement and further expand efforts to support Community Engagement through fundraising and grants and contracts.

5. Traditionally, SACS expects that key resources allocated to the QEP will be controlled centrally. Anything with university-wide influence should be under the President or Provost, and the QEP, SACS, and Carnegie certainly fall into that category. Key functions or operations will also be centralized under the president and provost to move forward the QEP/Carnegie process, particularly those dealing with community engagement and service-learning.

6. We must do everything to increase data-driven decision making for the SACS Compliance, QEP/ Carnegie—in all of our offices and all components of the university. For SACS re-affirmation, assessment must improve, as we must be able to demonstrate improvements in learning outcomes in General Education, barrier courses, online instruction, upper division writing, and in service learning and

community engagement courses. Collecting the necessary data – including developing and conducting surveys, using Org Sync, expanding assessment will be under the Provost.

7. The Legislative Session has barely begun, but proposed legislation, if adopted, could negatively impact higher education. These include: returning 'rainy day' funds through permanent tax reductions, possible adoption of performance-based funding weighted to six-year graduation rates, freezing tuition and fee increases for the coming year, extending Hazlewood benefits to any veteran regardless of state residency, reducing allocations for TRBs to previous requests (which would be disastrous for UHD), limited growth of HEAF, and charging out-of-state tuition to undocumented students. Each of these could have detrimental financial impact on our budget for the coming years.

8. SACS and the QEP provide us with an opportunity to review positions and re-allocate them, based on the QEP and on other strategic priorities. The relevant vice-president will review vacant positions and budgetary requests with the President, who will approve all positions and budgetary resource allocations. Positions should be allocated and filled intentionally based on our priorities, not simply because they are unfilled.

9. All funding requests-for-proposals should be reviewed to ensure they align with our institutional priorities. I also want to review and approve emails or memos sent to all faculty or all staff to ensure that I am aware of them and can, if necessary modify them, prior to release. This is particularly true of any message related to funding proposals. For example, proposals for funds to faculty for HIPS and for Faculty Development should be aligned with the QEP and prioritized accordingly. We have limited funds and they will be used appropriately. I have tasked the Provost to work with the appropriate committees to get this done.

10. We must accelerate our decision-making and prioritize projects related to the QEP. This past year, we fell behind with promises we made in our Carnegie application. For example, service-learning courses and co-curricular activities were defined, but never tagged, so we will once again have to do surveys of faculty and departments, because the systems to collect the data automatically is not yet in place. Implementation of OrgSync is behind schedule. I have tasked the Provost to complete these projects this semester, so that all service learning will be appropriately tagged in Banner and OrgSync implemented effective Fall 2015.

Lastly, as I noted in the President's Message to the Campus, I selected the QEP to help us improve critical skills of our students, build our distinctiveness, and deepen and expand our partnerships with community organizations, government, and employers. Linking the QEP to the Carnegie designation also positions us for the President's Community Engagement Honor Roll, the Jefferson 360 award, and other local, state, and national recognitions. This is an opportunity to position UHD on the national level, while dramatically improving learning outcomes. Let's get it done.