HeadsUp Steering Committee Meeting--
August 28, 2018  10:00AM

Members Present: Diane Austin, John Koshel, Ed Reid, Colin Blakely, Praise Zenenga, Brian Erstad, Doug Ulmer, Linda Denno, plus Rob Miller

**Discussion of Heads Up Steering Committee Executive Director:**
The committee discussed the role of the Executive Director within the context of funding for the position from the Provost’s office. The consensus of the committee was that, while it was expected that the Executive Director would be a conduit for information from the Provost’s office and other senior administrative leadership, the principal role of the Executive Director would be as an advocate for and representative of heads. The committee also agreed that the Executive Director would be a central point of contact for the Steering Committee—both from outside entities like senior administration and for the heads and the steering committee. Members of the steering committee would still share responsibilities, but these would be coordinated by the Executive Director. Rob Miller agreed with this characterization, and will take on the position of Executive Director beginning in January, 2019. He noted, though, that he does not yet have a letter of appointment from the Provost’s office. The committee also agreed to continue with its current mode of collaboratively sharing what would be the Executive Director’s tasks/responsibilities until January (e.g., planning/organizing HeadsUp Luncheons, attending Provost’s council, etc.).

**Discussion of HeadsUp Retreat Evaluations:**
Linda Denno gave a summary of responses to the HeadsUp Retreat Evaluations. Evaluation results were sent to Steering Committee members and are available on the HeadsUp Discussion Forum.

  **Strategic Planning (Lisa Ordóñez):** Scores were generally positive. Major concerns expressed were lack of transparency; lack of focus on non-STEM disciplines; lack of opportunity for input into the plan.

  **RCM Update (Jeff Goldberg):** Scores were generally positive. Major concerns expressed were lack of transparency on how funds are distributed from college to departments; unaddressed issues such as unintended consequences of RCM, implementation questions. Positive feedback about the discussion of aligning the mechanics of RCM to values.

  **Ensuring and Advancing Excellence in Academic Programs (Jeff Goldberg):** Scores were generally positive, but not overwhelmingly so. Major concerns expressed were that the topic itself was not addressed; how to increase quality while maintaining/increasing growth; over-emphasis on raising academic standards for entering students conflicts with land grant mission/commitment to diversity and access.

  **Update on the status of changes in leadership/support for academic programs (President Robbins):** Scores were average. Concerns expressed were a lack of focus on
the topics, especially leadership changes and how to plan amidst uncertainty. Positive comments centered around appreciation for getting to hear from President Robbins.

Presentation of 2017-18 UA Heads and Directors Survey Results (Diane Austin): Scores were generally positive. Only major concern expressed was that not enough time was spent presenting/analyzing the results. Positive comments about repeating the survey annually and appreciation for the added venues for communication.

Topics for Heads/Directors: Surveys/Areas of Interest for 2018-19: Scores were positive. Heads appreciated the time to interact with other heads and wanted more.

Advancing Excellence in Alternative Models (Vin Del Casino/Brent White): Scores were generally positive. Heads were glad to learn about Micro-campuses. Concerns expressed were lack of rigorous standards in online courses; who makes the choice for which programs/locations for micro-campuses.

Overall evaluation of Retreat (“effectively met my needs”): Scores were generally positive. Positive comments included thanks. Concerns expressed were more time for interaction, shorter agenda, provide information/data prior to save time.

Colin Blakely gave a summary of the major topics recommended for surveys/lunches from the “Table Top” exercise at the Retreat.

- Growth v. Quality – where should the focus be?
- Strategic Planning
- Inefficient/cumbersome digital systems – UAccess, Analytics, TaskStream
- General Education
- Complaints about Facilities
- Concerns about Academic Program Reviews and assessment, whether they are effective
- Concerns about Room and course scheduling, marketing and communication (how do heads get their information?), RCM, TCEs
- Faculty issues: post-tenure review; salaries; protecting junior faculty time; faculty burnout/incentives; 9 month contracts/12 month expectations.
- Issues with Deans: questions regarding centralized versus departmental-level management (e.g., UCAP) and the appropriate level of centralized control; RCM set-asides; consistency at the college level vs. consistency across colleges; proliferation/review of associate/assistant deans.
- Capital campaign – opportunities for input?
- Teaching and curriculum – finding the balance between online and face-to-face instruction
- Recruitment/retention (how to monitor the effectiveness of different programs).
- Publication vs. patents as an outcome of research
- Leadership Development
- Effective and efficient faculty hiring, how spousal hires are handled
- Diversity/HSI Status
Time management and conflict resolution [this one has been a topic in the New Heads workshops]

Active learning strategies

Best strategies for efficient management with overtaxed staff [incorporate this into the September UCAP workshop?]

The committee discussed these various issues and determined that the highlighted issues would either be addressed in upcoming luncheon topics (green) or further examined as survey topics (yellow).

HeadsUp Luncheons:
Brian Erstad discussed the first two HeadsUp Luncheons, (both on Tuesdays, September 18 and October 16). His suggestion for format was to have the speaker give a 15 to 20 minute presentation of critical information (starting at 11:40, after people have gotten their lunches); have the heads then discuss the issue at their respective tables (for 20-30 minutes); then have the speaker return to address questions that arose in heads’ table discussion. The committee agreed that this would be an excellent format. Brian asked the committee to email him (by Friday, August 31) specific questions that would be a) directed to the speakers and b) included in email invitations to heads. The subject for Sept 18 is UCAP. The subject for October 16 is HLC.

The committee did not come to a consensus on the topic for November 8, but did agree to keep that date (which is a Thursday, not Tuesday) for the third lunch. A suggested topic/speaker was to have Tom Miller give a presentation highlighting his perspectives on the Vice Provost position working with faculty. Brian asked that a final decision on the Nov. 8 topic be made in time to announce at the Sept.18 luncheon.

The committee discussed having a spring luncheon panel devoted to communication of information from various university offices to heads. Selection of the panel members and topics to be discussed by them would be drawn from the Annual Survey with questions specifically addressing the efficacy of communication from colleges, regarding RCM, and from cost units such as facilities management.

Annual Survey:
The committee determined that the timing of the 2017-18 survey had worked well and would be repeated (sent out mid-December, final responses due by mid- to late-January). Topics would be determined in part based upon whether results could be used to inform actual decisions/processes, rather than just an opportunity for heads to complain about issues that would not likely be addressed. This would keep the survey relevant, encouraging heads to participate and administration to take results seriously.

HeadsUp Representation on UA Committees:
The committee agreed that Ed Reid and Brian Erstad would continue to attend meetings about UA Vitae. Doug Ulmer will attend if needed. The Provost is heading up a “listening tour” on
RCM through early October, so there are not likely to be any RCM Committee meetings scheduled until mid-October. Colin Blakely will attend as a member and Linda Denno will attend to help represent Heads. Diane Austin started attending Monday morning Provost Council meetings after David Cuillier stepped down as co-chair in May. The Council did not meet during the summer, but Diane attended the August 27th meeting and asked who would be interested in attending the meetings during the fall, noting that others at the meetings have expressed their appreciation for having a HeadsUp representative present. She suggested, and others agreed, that it would be beneficial to have consistency in representation. Doug Ulmer agreed to be the primary representative and said he would let Diane know if he could not make one of the meeting. Linda Denno agreed to be the “designated” alternate for any meeting that the regular Steering Committee representative could not make.

American Council on Education (ACE) Fellow:
Lori M Berquam, Vice Provost for Student Life and Dean of Students from the University of Wisconsin-Madison is an ACE Fellow at UA this year and is interested in participating in as many meetings and groups as possible. Diane Austin met her at the Provost’s Council meeting on August 27 and agreed to ask the HeadsUp Steering Committee if Lori could participate in one of the meetings to learn more about the committee and its functioning. The committee agreed that Diane would invite Lori to the next committee meeting.

Steering Committee Meetings:
The committee determined that to meet three more times this semester, including in early December to finalize the Heads survey. John Koshel set up the Doodle Poll to find the best generic days of the week for the meetings, and Diane Austin will ask him to create a poll to find specific dates for late Sept/early Oct; late Oct/early Nov; and late Nov/early Dec.