

Meeting Information

Meeting Title: UPC and Strategic Plan

Location: <https://csudh.zoom.us/j/88291691326>

Meeting Called By: Ken O'Donnell & Natalie Alarcon

Date / Time: Tuesday, June 28, 2022 | 4:00 pm

Meeting Recording: [Click here](#) / Passcode: RqszyE.2

Purpose: Meeting with Strat Plan working group leads

DRAFT

Attendees

Checkmark "√" or "X" indicates the attendee was noted as being present.

Attendee	Committee Role / Working Group	√
Adam Kasarda Dir, Disabled Student Services	Equitable Access	
Alana Olschwang AVP, UEPA, I.T.	Thriving Students; Equitable Access (<i>Campus Services</i>)	√
Brett Waterfield Dir. Educational Partnerships	Pillar of the Community	√
Bill Chang Deputy CIO, I.T.	Pillar of the Community; Culture of Care; Equitable Access (<i>Cost of Attendance</i>)	√
Cheryl Koos AVP, Faculty Affairs	Thriving Educators	√
Cynthia Napoles Asst to the Vice Provost	UPC Resource	√
Daryl R. Evans Sr. Student Advocate, Acad. Affairs	UPC Chair / Co-Chair	√
David Gamboa Interim Chief of Staff, Office of Pres.	UPC Chair / Co-Chair	√
Deborah Brandon AVP, Enrollment Mgmt.	UPC Chair / Co-Chair; Equitable Access (<i>Cost of Attendance</i>)	√
Derrick Mims Interim Dir, Gov. & Comm. Relations	Pillar of the Community	√
Eva Sevcikova AVP, Univ Advancement	UPC Chair / Co-Chair Equitable Access (<i>Cost of Attendance</i>)	√
Faculty - TBD	UPC Chair / Co-Chair	
Student - TBD	UPC Chair / Co-Chair	
Faculty - TBD	Thriving Students	
Student - TBD	Thriving Students	
Faculty - TBD	Thriving Educators	
Student - TBD	Thriving Educators	
Faculty - TBD	Pillar of the Community	
Student - TBD	Pillar of the Community	

Attendee	Committee Role / Working Group	√
Jonathan C. Scheffler AVP, Facilities Svcs & Ops	UPC Chair / Co-Chair	√
Ken O'Donnell Vice Provost	UPC Chair / Co-Chair	√
Kim Costino Dean, Undergraduate Studies	Thriving Students	√
Matthew Smith AVP, St. Life / Dean of Students	Thriving Students	
Michael Kelley PMO, PPM, I.T.	UPC Resource	√
Myla Edmond AVP, Univ. Comm. & Marketing	Equitable Access (<i>Campus Services</i>)	√
Monica Ponce AVP, Human Resources	UPC Chair / Co-Chair; Thriving Educators	√
Natalie Alarcon AVP, PPM, I.T.	UPC Chair / Co-Chair	√
Sara Hariri AVP, Infrs. & Compliance, I.T.	Thriving Educators	√
Sarah R. Taylor Assoc. Professor, Anthropology	Pillar of the Community	
Tiffany Herbert Psychologist, Student Affairs	Culture of Care	√
Faculty - TBD	Culture of Care	
Student - TBD	Culture of Care	
Faculty - TBD	Equitable Access (<i>Campus Services</i>)	
Student - TBD	Equitable Access (<i>Campus Services</i>)	
Faculty - TBD	Equitable Access (<i>Cost of Attendance</i>)	
Student - TBD	Equitable Access (<i>Cost of Attendance</i>)	

Agenda

#	Agenda Topic	Led By	Time Allotted
1.	Welcome, Introductions	Ken O'Donnell	10 min.
2.	How We Presented this to Cabinet	Natalie Alarcon	2 min.
3.	Charge Letters & Initial Deliverables	Natalie Alarcon	2 min.
4.	Strategic Plan Working Groups – Charge and Summer Goals	Natalie Alarcon	2 min.
5.	Support for Working Groups	Natalie Alarcon	10 min.
6.	How We Will Operate – Discussion	Natalie Alarcon	2 min.
7.	Discussion / Input from Committee Members / Working Groups	Ken O'Donnell / Natalie Alarcon	30 min.
8.	Meeting Recap (Summary of Input from Committee)	Ken O'Donnell	1 min.
9.	Next Steps	Ken O'Donnell / Natalie Alarcon	1 min.
10.	Open Action Items <i>Important: Please review the list of open Action Items and assignments</i>	Ken O'Donnell / Natalie Alarcon	

Meeting Summary

#	Agenda Topic / Highlights	Led By
1.	Welcome, Introductions	Ken O'Donnell
2.	How We Presented this to Cabinet (Zoom Recording: 00:00:42) <ul style="list-style-type: none"> Strat Plan Themes Working Groups – how they would be created Role UPC will play in the process 	Natalie Alarcon
3.	Charge Letters & Initial Deliverables (00:02:45) <ul style="list-style-type: none"> Role that the UPC will play in the process through Integrated Planning (Natalie) <ul style="list-style-type: none"> Discussed the importance of integrated planning; both at the local (dept, working groups, etc) level and elevating the ideas to a higher level for support: <ul style="list-style-type: none"> Localized Planning: Includes Ideation & Resource Discussions Role of Process & Project Management (PPM): Help to move sustainable ideas to a higher level Role of University Planning Committee: Prioritize, Facilitate, & Monitor the Plan Role of University Effectiveness, Planning, Analytics (UEPA): Provide evidence based and collaborative decision support to help align our efforts and measure our success Discussed the need for collaboration as we plan and being intentional and objective when considering priorities and resources. UPC is not the governing body. It is to provide a structure to support the plan. Reviewed the list of the President's key objectives of the UPC Charge, including: <ul style="list-style-type: none"> Establishing an effective planning calendar Developing a consistent process for prioritization and decision-making Adapt to changing conditions Consider health and safety, risk management, institutional data and context, and above all, the CSUDH core mission of student success; Engage stakeholders to build a sustainable commitment to developing priorities; Engage strategic decision-making Depend on data in developing recommendation Challenge traditional funding strategies focused on annual operating budgeting process and optimizing use of resources; Present preliminary and final recommendations to the President and Cabinet. 	Natalie Alarcon
4.	Strategic Plan Working Groups – Charge and Summer Goals (00:05:35) <ul style="list-style-type: none"> Deliverables for Sept 1, 2022 - starting point - not an ending point. Focus will include: <ul style="list-style-type: none"> Committee Plans Goals Timelines Continuing Beyond Sept 1 <ul style="list-style-type: none"> Continuing build out of Project Portfolios w/ standard for uniformity Build out of a Rubric for Institutional Planning & Prioritization Iterative deliverables, proactive planning, leading 	Natalie Alarcon

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5.	<p>Support for Working Groups (00:08:15)</p> <ul style="list-style-type: none"> • Collaboration & Resources <ul style="list-style-type: none"> ○ UPC & PPM to provide standards, templates, resources and steering ○ Professional Project Managers <ul style="list-style-type: none"> ▪ Assigned to the working groups to help facilitate and shepherd the creation of project portfolios, a standardized rubric for scoring and to ensure consistency. ▪ Future discussions on how the PMs can help support UPC / working groups ○ Consulting Services also available for organization change management to help guide the University through the process of change • Organizational Change Management <i>Fancy way of asking your thoughts on how to support our community through change;</i> <ul style="list-style-type: none"> ○ Organizational change: articulate what we want to change, and why? <ul style="list-style-type: none"> ▪ Organizational change refers to the actions in which an organization alters a major component of the organization, such as its culture, the underlying technologies or infrastructure it uses to operate, or its internal processes. ▪ Organizational change management is the method of leveraging change to bring about a successful resolution, and it typically includes three major phases: Preparation, implementation, and follow-through. ○ How might we introduce change in current climate? ○ What kind of professional development would support us and our teams? • What kind of relief do you need from your VP? 	Natalie Alarcon
6.	<p>How We Will Operate - Discussion (00:15:47)</p> <ul style="list-style-type: none"> • How will we be known? <ul style="list-style-type: none"> ○ UPC Website: https://www.csudh.edu/university-planning ○ Communications / Internal Collaboration: Discussed options for collaborating and sharing, including the possible use of Dropbox and a Project tool such as Wrike. • Discussion / Q&A (see details below in Section 7) • Need for Synergy across Working Groups • Timelines & Rhythm of UPC meetings in 2022-2023 	Natalie Alarcon

7.	<p>Discussion / Input from Committee Members / Working Groups (00:16:18)</p> <ul style="list-style-type: none"> Myla: In response to the question; <i>What type of relief is needed from your VPs?</i> <ul style="list-style-type: none"> Feels that by using a strategic plan to prioritize will be helpful. Challenges supporting current job duties and implementing when many things are coming in from different directions on a daily basis. If we are able to get help with prioritizing and stick with the prioritization, it would be a source of relief for all. Eva: Important to be able to have the permission to say no - ability to say no to things that are not strategic. <ul style="list-style-type: none"> Being student centric. Looking at what we working on and the value it brings to the students – using that as a guiding value to what we do and to help us prioritize. Eva: Question about Committee Memberships: Equitable Access being split into two (Campus Resources vs Cost of Attendance). Can you please clarify. <ul style="list-style-type: none"> Per Ken, there will be two groups, however Eva will only be on one of them (Cost of Attendance). Myla stated that she will be part of Campus Resources. Ken: 30 min meeting with the Sub Working Groups over the next 1-2 weeks (Ken/Natalie to schedule) <ul style="list-style-type: none"> Discuss the plan, gather input to shape future discussions Deborah: Pointed out the importance of avoiding working in silos <ul style="list-style-type: none"> Need to be very intentional to integrate what we are doing around the strategic plan. If it is not tied to it, is it worth our time/effort to focus on it. The strat plan is our guideline. Need to be able to demonstrate to the President and his cabinet that what we are doing does that. Every update needs to be able to demonstrate that what we are doing is intentional. Tiffany: Academic year appointed committee members - why a deadline of Sept 1 <ul style="list-style-type: none"> Ken: Institution wide effort. Getting a head start now, looking at committee resources and timelines. Will not make any commitments until the academic year starts. Sept 1 is for the outline the plan. Monica: Question around campus priorities that impact specific units and magnitude of effort. What sort of financial resources have been allocated to the implementation of the plan. <ul style="list-style-type: none"> Example of staff resourcing impact to HR would be with CHRS – already needing to find temporary resources to allocate for that project. Concerned that Thriving Educators has a huge professional development component – yet there is currently no funding for a Professional Development Manager. Ken: We (committee) will likely go back to cabinet to address these concerns while being aware of what we are seeing with a shrinking budget David: Cabinet is aware that an investment needs to be made to the support the plan. There has been some discussion on what this might look like. Natalie: Must be transparent with ourselves and Cabinet that we can not do everything all at once. Must be intentional with planning, working with the consultants to properly build the project portfolios for resource allocation budget and for UPC to score and submit to UBC. Brett: Co-Chairing Pillar of the Community - Is there a way to revisit past ideas/notes/group discussions that did not make it into the formal document to give us some context to shape our work going forward <ul style="list-style-type: none"> Ken: Acknowledged that the strat plan is brief, concise and clear. As we carry out the plan, we will likely recall ideas that may have been rejected during brain storming. Some will be new stuff from learning as we go and from working with the Professional Project Mgrs. There will be times where we will have to make a case to what we really need and you will not be able to point to one sentence in the strategic plan that says it. Kim: We tried to include as much as we could (in the strat plan). Development of a shared understanding as we move forward. It will be important to be in conversation with each other across the groups, not just in silos and individual meetings. Natalie: This is an iterative and evolving process. We will continue to learn and evolve as we go. As things change, it may be necessary to shift gears on focusing on one thing more than another. Natalie reminded the working group leads to provide a list of people/resources that they would like in their group. We will want to ensure that we have proper representation from the right areas, while at the same time not overburdening the same resources. Tiffany: Is there a way to contribute to the same document to review/share ideas between working groups. There might be conversations in one group that might be valuable to another. This is important in order to know where to start. 	Ken / Natalie
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#	Agenda Topic / Highlights	Led By
	<ul style="list-style-type: none"> ○ Natalie: The establishment of UPC will help to facilitate and pull everyone together. We need to determine what is the best mechanism/tool that the team is comfortable with using to share information. Example Dropbox. ○ Natalie via Chat: Do we want a sub-website under https://www.csudh.edu/university-planning/ for UPC working groups; Dropbox folders, Wrike, etc. ○ Myla (via chat): Maybe we can discuss that, too, Natalie. Does each group need its own website? I'm not sure if they do, but I don't know. That will be content driven. ○ Tiffany: would prefer not having another Dropbox folder. Need to be able to engage with other people. Willing to learn new tools if needed. ○ Natalie: We can consider using the IT Project Management tool (Wrike). Just need to understand everyone's comfort level. ○ Myla: If we are to use Wrike, need to give people time to learn and become comfortable with it. ○ David: Pointed out that I.T. has a video to help get started with Wrike, but agrees that it takes time to learn. ○ Alana via Chat: Perhaps shared Dropbox for working docs and then the website for high level sharing and to keep the campus in the fold? Foreseeably, there will be sharing and feedback points, to create and share out. ○ Alana: Whether Wrike, Dropbox, Campus Labs, etc, still has the potential to be static documents that people have to review. Suggested that during the 30min working group lead meetings we learn what others are doing in order to co-create an interactive process. ● Myla: Change Management and Professional Development – if we plan to expand on this area outside UPC/Working Groups, expecting the campus to change how it functions and runs, we will also need for Cabinet to do the same. <ul style="list-style-type: none"> ○ Monica: As we develop the plan and put together what will be delivered to the campus, all employees will also need to be open to change. ○ Natalie: We will need to have additional discussions on what this looks like for us and understand the appetite for change. Determine what do we need as leaders in order to lead the campus through change. ○ Dr. Brandon: Important to have Student and Faculty representation - possibly on the UPC - to be all inclusive from the start. ○ Cheyli via Chat: This also applies to having a faculty representation. ○ David: Will verify, however believes that student and faculty member representation, along with Academic Senate Chair and ASI President included to partake in UPC discussions. ● Cheryl via chat: It would help if we were given a list of all the co-chairs of the working groups. <ul style="list-style-type: none"> ○ Ken via Chat: shared a roster of who we (UPC) are and our roles. Document is work in progress – will be updating while meeting with each of the working group leads. ● Eva: Excited and encouraged by this change for our University 	
8.	<p>Meeting Recap (Summary of Input from Committee)</p> <ul style="list-style-type: none"> ● We must manage in multiple directions. In addition to organizing ourselves, we also have to pay attention to other constituents as well. This includes our students and faculty who are involved in the culture were trying to change. ● We need to approach our management on keeping a disciplined focus to not become distracted ● We need to model the behavior we seek but at the same time give ourselves some latitude ● We need to be aware that everything that we do comes back to having the resources. We will likely need to rely on professional project managers. However to support, we will also need as strong of a case as possible in order to add appropriately to the staffing. ● We will need persuade management to adjust productivity in order to be able to set aside time for professional development and planning 	Ken O'Donnell

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9.	Next Steps: <ul style="list-style-type: none"> Ken/Natalie: Schedule 30 min meetings with each of the working group leads – Update: <i>meetings have been scheduled and will continue through 7/15/22</i> Natalie: We will be sharing today's PowerPoint with everyone. She encouraged the members to continue to think about the questions that were raised during the call. During the upcoming meetings with the working group leads, we will establish our cadence for future meetings as a means of continued collaboration. Working Group Leads: Provide feedback on planning questions by 7/14/22 <ul style="list-style-type: none"> See details below under Action Items 	Ken / Natalie

Action Items

#	Action Item	Date Originated	Expected Completion	Status	Assigned To
1.	Set up 30 min meetings with each of the working groups – Update: <i>meetings have been scheduled and will continue through 7/15/22</i>	6/28/2022	7/15/2022	Open	Ken / Natalie
2.	Review today's (6/28/22) PowerPoint presentation / meeting recording and think about the questions raised during today's call prior to the meeting in AI #1 above.	6/28/2022	7/15/2022	Open	All
3.	Working Group Leads – Your Input is needed on the following: <ol style="list-style-type: none"> Working Group membership recommendations Feedback on best ways to collaborate (status reports into UPC, Wrike project tracking, Dropbox folders, websites, etc?) Preferences on Timelines and Rhythms of UPC meetings in 2022-2023 (weekly, bi-weekly). Ideas on how we might introduce change in our current climate and how you think/feel about a change readiness assessment? What about professional consulting support on how to develop an intentional change strategy? Do you agree with elevating professional development as we launch these work groups? <p>Note: <i>This information can be provided during the 30 min meeting sessions that Ken/Natalie has scheduled with you. Feel free to also email your input to them.</i></p>	6/28/2022	7/15/2022	Open	All