Meeting Information

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| **Meeting Title:**  Strategic Plan / UPC | **Date / Time:** Friday, August 19, 2022 | 2:00 - 4:00 pm |
| **Location:**  https://csudh.zoom.us/j/82745222046 | **Meeting Recording:** [Click here](https://csudh.zoom.us/rec/share/I9uNKQ0JdyCJ4zlXRgNp-n6u89r3_DKrZ7TuBHpqRK7G1PsXNvQuIRK4HTD1JzAG.mFf8XM6_RUI0iYm0) / Passcode: E2.Lksaz |
| **Meeting Called By:** Ken O’Donnell & Natalie Alarcon | **Purpose:** Introduce TSI Consultants and Next Steps |

Attendees

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

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| --- | --- | --- | --- | --- | --- | --- |
| Attendee | Committee Role / Working Group | √ |  | Attendee | Committee Role / Working Group | √ |
| **Alana Olschwang**  AVP, UEPA, I.T. | Thriving Students;  Equitable Access  (*Campus Services*) | √ |  | Kim Costino  Dean, Undergraduate Studies | Thriving Students | √ |
| **Brett Waterfield**  Dir. Educational Partnerships | Pillar of the Community | √ |  | Matthew Smith  AVP, St. Life / Dean of Students | Thriving Students | √ |
| **Bill Chang**  Deputy CIO, I.T. | Pillar of the Community;  Culture of Care;  Equitable Access  (*Cost of Attendance*) | √ |  | Michael Kelley  PMO, PPM, I.T. | UPC Resource | √ |
| **Cheryl Koos**  AVP, Faculty Affairs | Thriving Educators | √ |  | Myla Edmond  AVP, Univ. Comm. & Marketing | Equitable Access  (*Campus Services*) | √ |
| **Cynthia** **Napoles**  Asst to the Vice Provost | UPC Resource |  |  | Monica Ponce  AVP, Human Resources | UPC Chair / Co-Chair;  Thriving Educators | √ |
| **Daryl** **R. Evans**  Sr. Student Advocate, Acad. Affairs | **UPC Chair / Co-Chair** | √ |  | Natalie Alarcon  AVP, PPM, I.T. | UPC Chair / Co-Chair | √ |
| **David** **Gamboa**  Interim Chief of Staff, Office of Pres. | **UPC Chair / Co-Chair** |  |  | Sabrina Sanders  Academic Affairs | Meeting Guest | √ |
| **Deborah** **Brandon**  AVP, Enrollment Mgmt. | **UPC Chair / Co-Chair**;  Equitable Access  (*Cost of Attendance*) | √ |  | Sara Hariri  AVP, Infras. & CompIiance, I.T. | Thriving Educators |  |
| **Derrick** **Mims**  Interim Dir, Gov. & Comm. Relations | Pilar of the Community |  |  | Sarah R. Taylor  Assoc. Professor, Anthropology | Pillar of the Community | √ |
| **Eva Sevcikova**  AVP, Univ Advancement | **UPC Chair / Co-Chair**  Equitable Access  (*Cost of Attendance*) | √ |  | Shaun Milton  Workers Comp / ADA Manager, Human Resources | Culture of Care | √ |
| **Jonathan** **C. Scheffler**  AVP, Facilities Srvs & Ops | UPC Chair / Co-Chair | √ |  | Tiffany Herbert  Interim AVP Health & Well Being | Culture of Care | √ |
| Ken O'Donnell  Vice Provost | UPC Chair / Co-Chair | √ |  | **Vacant / To Be Announced** | Equitable Access  (*Campus Services*) |  |
| **Dan Feely**  Managing Partner - TSI | **Meeting Guest**  (Consultant) | √ |  | Bobbie Porter  VP – Diversity, Equity & Inclusion Off. | Meeting Guest | √ |
| **Carl Manello**  Senior Consultant - TSI | **Meeting Guest**  (Consultant) | √ |  | Faculty - TBD | Pillar of the Community |  |
| **Kyle Glick**  Senior Consultant - TSI | **Meeting Guest**  (Consultant) | √ |  | Student - TBD | Pillar of the Community |  |
| Faculty - TBD | UPC Chair / Co-Chair |  |  | Faculty - TBD | Culture of Care |  |
| Student - TBD | UPC Chair / Co-Chair |  |  | Student - TBD | Culture of Care |  |
| Faculty - TBD | Thriving Students |  |  | Faculty - TBD | Equitable Access  (*Campus Services*) |  |
| Student - TBD | Thriving Students |  |  | Student - TBD | Equitable Access  (*Campus Services*) |  |
| Faculty - TBD | Thriving Educators |  |  | Faculty - TBD | Equitable Access  (*Cost of Attendance*) |  |
| Student - TBD | Thriving Educators |  |  | Student - TBD | Equitable Access  (*Cost of Attendance*) |  |

Agenda

| # | Agenda Topic | Led By | Time Allotted |
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|  | Welcome, Introductions | Ken O’Donnell | 8 min |
|  | Debrief from round of meetings with committee chairs | Ken O’Donnell | 10 min |
|  | Introduction of consultants (Dan Feely, Carl Manello, Kyle Glick) | Ken O’Donnell | 2 min |
|  | Project Management - A high level overview  Introduce Executive Summary template  Introduce Project Intake Questionnaire | Carl Manello (TSI) /  Natalie Alarcon | 40 min |
|  | Key Milestone dates from now to the end of the academic year | Ken O’Donnell | 15 min |
|  | Demo of Wrike software | Natalie Alarcon | 30 min |
|  | Discussion and Next Steps | Ken O’Donnell | 15 min |
|  | Open Action Items  ***Important****: Please review the list of open Action Items and assignments* | Ken O’Donnell / Natalie Alarcon |  |

Meeting Summary

| # | Agenda Topic / Highlights | Led By |
| --- | --- | --- |
|  | **Welcome, Introductions (Zoom Recording: 00:01:30)** | Ken O’Donnell |
|  | **Debrief from round of meetings with committee chairs (Zoom Recording: 00:07:30)**   1. **Working Group membership recommendations**     * Still gathering from a few of the committee members. 2. **Feedback on best ways to collaborate** (status reports into UPC, Wrike project tracking, Dropbox folders, websites, etc.?)    * Preponderance of preference for Dropbox, because we're all familiar with it.    * Genuine curiosity about Wrike (Project Portfolio Management Tool) 3. **Preferences on Timelines and Rhythms of UPC meetings in 2022-2023** (weekly, bi-weekly)    * Interest in having meeting often up front and less often later as get the hang of it 4. **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?** 5. **Do you agree with elevating professional development as we launch these work groups?**   **Commitment to EQUITY (Zoom Recording: 00:07:30)**   * **Question to the Committee Co-Chairs - What is the main obstacle to Equity for the area you’re working on (Ken):**   + **Equitable Access – Campus Services (Myla):** Provide more flexible pathways into and through CSUDH, by ensuring that all students have clear and equitable access to all campus services facilities programs for educational and career success.     - A bit of challenge to put students in touch with services that might not meet their needs, because the services themselves don't have the same level of resources or people or even space.   + **Equitable Access – Cost of Attendance (Eva):** Goal is to raise more money and equitably and efficiently distribute itin order to provide students with strategic financial support at the campus, dept. and community levels. Why? - to reduce the cost of attendance and to facilitate student engagement with the broader campus and local communities.     - Challenge is not having the infrastructure (mindset – e.g. change/change mgmt., processes, staffing) in place to distribute funds in an efficient and timely way.   + **Thriving Students (Kim):** Challenge is that we do have a prevalent deficit mindset regarding our students and sometimes our faculty.   + **Thriving Educators (Monica/Cheryl)**:     - **Monica:** Defining a program that meets diverse learning needs while encouraging managers to take an active role in their employees professional development and career progression.     - **Cheryl**: Need for a deeper commitment from the campus on faculty development opportunities   + **Pillar of the Community (Brett)**: Lack of budget line commitment for community partnership work. Most of the funding comes through external partnerships.   + **Culture of Care (Shaun/Tiffany) (Zoom Recording: 00:44:06)**: Barrier - ability to create a Culture of Care definition and program that reflects our campus culture and would foster the understanding and responsibility amongst leaders within our diverse community. | Ken O’Donnell |
|  | **Introduction of consultants (TSI: Dan Feely, Carl Manello, Kyle Glick) (Zoom Recording: 00:19:18)**  *Reference recording and TSI slide presentation (ppt) shared during the call*   * **TSI was Founded in 1995:**  Their focus is helping organizations conquer their technology, process, people and org. change challenges. Dan shared examples of other educational institutions they have worked with; DH being the second CSU campus (San Marcos was the first). * **Dan Feely (Managing Partner):** Over 30 years of experience working with higher ed institutions and corporations around process improvement, organizational change mgmt., technology strategy. * **Kyle Glick (Senior Consultant):** Experienced w/ business process improvement requirements identifications and prioritization, project mgmt (see slide for full list) * **Carl Manello (Senior Consultant)** Practice lead for “effective delivery”. Over 30 years of experience in process improvement, program management and operations. Will be partnering w/ Dan and Kyle to pair up with the working group leads; providing support around; training, tools, templates, methods to support our success. | Ken O’Donnell |
|  | **Project Management Framework - A high level overview (Zoom Recording: 00:24:31)**  *Reference recording and TSI slide presentation (ppt) shared during the call*   * Overview of the Project Management Functions Framework – approach to implement. Focus at start will be around:   + Scope Management (development of a Charter to understand what we want to do with the project);   + Monitor & Reporting (track progress);   + Impact Management (incl., tracking Risks and Dependencies) * Natalie provided some context on *Where we are going* and *Why we are having these conversations now*:   + Due in part to our need for support, along with a desire to learn about what the process looks like – including answering questions like *What is Project Management?* and *How are we at DH engaging in this intentional planning process?* Along with, *What are the elements* and *What will be required from us?*   + We will be doing this through little bits of knowledge transfer and sharing of information as we go through the process w/ TSI, rather than try to throw all the terminology and information at you all at one time (avoiding the deep dive into Project Management).   **UPC Decision Making “Levers” (Zoom Recording: 00:28:54)**   * Goal is to provide DH a framework to help make equitable decisions by introducing concepts around Portfolio Management * We will be defining customized decision “levers” to help us make objective assessments and to provide standard, repeatable, and scalable methods for evaluating the portfolio of initiatives; aligning with the strategy and goals outlined by the university. * Working with UPC, we will determine; How can CSUDH compare *dissimilar* projects?; What “levers” can be set for *all projects*?; What are the settings for each lever?; and How many levers do we need? The criteria that we will use will come from all parts of the university. * Outcome (answers) coming from these Levers will be weighted and aligned with university goals to help provide direction for our leaders. * Decision levers will be grouped into two buckets based upon:   + 1) Project Complexity and 2) Criticality / Business Value of the Project.   + The *value* of the two groups is two vertices, where we can use basic math to recreate a 2x2 matrix in order to easily see what has Low Complexity and High Value **vs** something that has High Complexity and Low Value.   + Outcome to be reported out in a decision matrix (report or graphic) to help us with making final decisions. * Setting the Levers: Each lever is a question and the answer helps to establish what the level setting will be. Each of our defined levers provide criteria for “scoring”. * To gather the answers for the questions, we will be soliciting information from you in two ways (using the template and questionnaire discussed below).   **Introduce: Executive Summary template (Zoom Recording: 00:36:22)**   * High level summary w/ *subjective* data points that will be used for decision making. * Goal is to capture very basic information around each of your initiatives, along with details such as; start/end dates, how many people you will need, who you will need, what’s the goal, what’s the objective, etc. * The other side of the data collection will be through *objective* data points, gathered through an intake questionnaire (see below)   **Introduce: Project Intake Questionnaire (Zoom Recording: 00:36:52)**   * The intake form will capture details such as: the name of description of the initiative; how long is it going to last (anticipated start/end); what UPC work group is part of; what is the benefit and key focus of the initiative, etc. * The form will also contain the 8-12 questions (“levers”) that will need answered. The forms shown in the slide were for illustrative purposes (to be finalized as we move through the process).   **Weighting the “Levers” (Zoom Recording: 00:38:04)**   * TSI (Carl) shared a sample matrix that demonstrated the use of Lever settings and the answers that determine them, along with the weighting for each based upon a Categories of criteria. * TSI will be working with UPC to finalize criteria needed to build out the matrix. * The outcome from weighting process would be displayed in report or visual graphic.   **Open Discussion / Questions on the Proj. Mgmt. Framework (Zoom Recording: 00:41:23)**   * **Ken**: In regard to the Levers. As a group, we should be thinking about: What are the kinds of complicating factors behind any of the projects/initiatives that we want to advocate for. Looking at things such as: *How many divisions are involved* or *How much money is at stake* and then balancing that with *“Why would we want to do it”* and *“How high does it score on our own priorities”*. One of our levers almost certainly is going to be around equity social mobility, helping the people who need it the most. Ken used the example that Eva shared (see agenda item #2 above) on the challenge of distributing scholarship money quickly and equitably. This would likely fall high on where it aligns with our values and may be either high or low on the complexity, based upon what is determined to be the solution. * **Natalie**: We want to be certain that the working group leads are comfortable with the approach and that we have a shared understanding of the direction we are taking to implement the strategic plan “planning” phase. This is important as the next steps will require following the methodologies that Carl (TSI) laid out (above) to meet the two key deliverables that will be coming up (completing the Executive Summary and Project Intake Questionnaire).   + **Tiffany**: This is a lot of information to take in, however acknowledged the need to trust the process and start to do it. She just needs direction on the next steps. Committed to getting to the destination.   + **Natalie**: This is the reason we felt it was important to bring in professional Project Managers (TSI consultants) to partner with the working group leads and provide you with the support and resources (tools) needed to take those next steps. | Carl Manello (TSI) |
|  | **Key Milestone dates from now to the end of the academic year (Zoom Recording: 00:51:00)**   * **Jun 2022: Presentation to the Cabinet on the UPC**    + UPC committee is at the hub of a hub and spoke structure, with the various Pillars of the Strategic Plan around it (in order to avoid the idea of a hierarchy).   + UPC was established to facilitate the important work of the various principles and make sure that we are all staying in touch (communicating) with one another.   + Cabinet asked to UPC to spend summer planning with the Co-Chairs and report back in Sept 2022. * **Jun – Aug 2022: Planning Meetings with Co-Chairs** * **Sept - Nov 2022: Presentations to Cabinet**    + Update from discussions with the working groups over the summer and what is needed to move forward.   + List of committee rosters (with committee member names) will be due by this date. * **Oct – Nov 2022: Prepare Executive Summaries & Project Intake Questionnaire**    + Short documents need to do an initial pass of what is needed to compare the projects, what we are thinking is needed, what would the investment be, and what would be the upside to doing them. * **Dec 2022 – Apr 2023: Integrate and prioritize for Cabinet and UBC** * **Feb 2023: Presentation to UBC**    + Presenting to Cabinet and UBC at the same time as they are considering other money allocations for upcoming year. * **Mar – May 2023: Building the In-Depth Project Portfolios**    + Intentional planning around the ideas (initiatives) that will move forward.   **Open Discussion / Questions on Key Milestones (Zoom Recording: 00:55:24)**   * **Tiffany (via chat):** How many members should each committee have?   + **Ken/Natalie:** Six would be ideal number to help drive the planning process. Committee arms will likely reach out to many different places and extend to many conversations. However, the core of the committee should be small in order to be productive and make progress.   + **Cheryl (via chat):** Ken highlighted Cheryl’s comment that the UPC should firstmake their presentation to the Cabinet on the wish list for who's on each team (working group). UPC to ask President’s Office to hold on the letters to the recipients to allow committee co-chairs time to inform them that the letters will be coming. * **Natalie:** Asked the committee if everyone felt comfortable and believes that we can deliver on the timelines (shared above), knowing this is new and acknowledging that we are near start of term. Recognize that some groups are further along in the objectives and goals than others.   + The committee did not provide any input towards concern over the timeline presented. | Ken O’Donnell |
|  | **Demo of Wrike software (Zoom Recording: 00:57:27)**  *Reference recording for demo of the Wrike Project Portfolio Management Tool*   * **Resources, Tools and Technology**: While meeting with the working group leads individually, discussed:   + **Resources** that could made available to support you (professional project managers)   + **Tools and technology** (ie Dropbox, campus website/webspace, and the Wrike project tool - where I.T. has some of the pieces of the strategic place built out).   + The above resources would allow for collaboration in a **shared space**.   + It will be up to the **committee as group to decide** what works best to collaborate in order to communicate effectively and transparently through this process.   + **Division of I.T. representative** is embedded into each working group committee to help ensure that you have what is needed on the technology side to avoid blockers.   + **I.T.s role** will be to verify we aretracking the committee’s work in Wrike as it relates to I.T., along with tracking anything that would require I.T. resources/support.   + **Access to Wrike** – invited committee members to reach out to Natalie if they would like an account created (full license if needed) in to have access to the tool, along with training. * **Wrike Presentation (Zoom Recording: 01:01:31)**: Wrike provides the ability for working group leads to (examples shared during the call):   + Access I.T.’s tracking of the **CSUDH Strategic Plan Objectives and Goals,** along with the details associated with each.   + **Collaborate** with your colleagues through the strategic plan objectives (projects)   + **Share links** inside Wrike to external resources (eg. Dropbox).   + **Attach documents** into the project/tasks, if you prefer to store inside Wrike vs external storage (e.g. Dropbox)   + **Create checklists** in order to track and mark off tasks you are working on.   + **See updates in real time** – watch and collab with your colleagues as you work on a task   + **Utilize custom “fields”** in the tool to track specifics associated with the project (e.g. budget codes, dept resources, etc) – can be used to build reports and dashboards for reporting purposes.   + **Set start and targeted end dates** (for your project and tasks)   + **View a running history** of the work that your group is doing in the tool.   + **@mention your working group colleagues who are also using the tool** (in a comments section) – with user based settings that allow for receiving an email to your Outlook inbox and also a message to your personal Wrike inbox. Can also reply back via email and it will go back into the task comment log in Wrike.   **Open Discussion / Questions on Wrike Demo (Zoom Recording: 01:12:20)**   * **Ken**: Acknowledged that we still need to determine the Levers (scoring process) to see if we can build that into Wrike. How do we pull the data from Wrike and what does the output look like?   + **Natalie**: Demo’d the different types of views to be able to see the data (list, table, gantt chart, board views to name a few). Wrike will dynamically display the information from the project. Can view data on a Gantt chart by weeks, quarters, etc. Can also view data through Wrike Calendars. The Wrike Analytics view will show a visual standpoint of the data in the project. The tool is very robust. Once the committee finalizes the Levers (scoring process) in order to create a chart of the results, I.T. can further analyze how best to use the tool to meet our needs. * **Ken**: Next steps with Wrike: Committee working group co-chairs to decide if they interested in using the Wrike tool or something else (spreadsheets, etc).   + **Natalie**: I.T. will be happy to get them access to Wrike and provide training. | Natalie Alarcon |
|  | **Discussion and Next Steps (Zoom Recording: 01:21:35)**  **Next Steps (Ken)**   * **Committee membership**: Working group committee chairs to provide a list of six member names to serve on their committee. * **Number of committees:** It had been asked what would be the ideal number of committees and if two committees can we combined. The UPC can take the recommendation to the President’s Cabinet, however this would ultimately be the cabinet’s decision to make the change. * **Documentation preparation with TSI:**  Each TSI consultant’s will been assigned to two working groups and will begin working with the committee chairs. * **Assignment of Consultants to Working Groups:** UPC will contact the working group committee Chairs/Co-Chairs and provide names and contact information for their TSI Consultant * **Meeting Cadence:** full meetings like today will likely be limited to a couple more during the Fall semester, where we will check in to verify we gathering the information and to action where needed.   **Open Discussion:**   * **Bobbie P:** Acknowledged that there is clear methods for tracking and communicating with the TSI and UPC. Where in the timeline is there space for the sense making that needs to happen?   + **Kim C:** Expanded by asking about the places in the timeline that was shared where we're going to actively engage in developing shared definitions and having conversations around how the definition informs the work of each of the pillars.   + **Natalie A:** This is a conversation that we had while meeting 1-1 with the working group leads. Recognized the need to embrace the human element that is involved in the change. How to be good shepherds and strong leaders of that process, in order to take us where we are today to an ideal state in the future. This has not been forgotten. It’s the tactic part, including introducing the consultants that we wanted to be able to share today. * **Monica P:** Timeline shared today showed the milestone dates. Need to consider integrating other campus priorities that need to happen around these milestone dates (e.g. open enrollment, blackout dates, along with other external factors that require immediate attention and resources).   + **Natalie A**: Yes, absolutely agree; we will need to be intentional in looking at resources needs, along with what is on our plates to keep the business running as part of prioritization and planning. * **Kim C:** Highlighted the importance of developing ashared understanding and shared values to move us even closer to a prioritization where the strat plan is attempting to take us. * **Bobbie P**: Need to make sense of what we are doing and where we are going and know when we have arrived. Shared understanding among stakeholders is important in order to shift the culture. The mechanism to track has been built, but we need to understand what we are tracking. Suggests that those charged in the plan to engage in a think-tank to come up with a shared meaning of what their work meanings for the plan and our campus (e.g. what does Culture of Care mean to us). * **Tiffany H**: Additional discussion around the charge behind Culture of Care in order to fully understand and define it.   + **Kim C**: Need to do some sense making around equity, anti-racism and social justice (things that we did not make a pillar), because they are the terms that are in the center. * **Myla E**: The language is important to fully understand, but also sharing of what we say we are delivering. For example, Equitable Access – a barrier is that not all programs are equitable to what we are providing. The work we are doing now is a pre-preliminary to what we are attempting to provide. Her team is first attempting to define internally what the start plan themes mean to them by looking at stories that can provide demonstration. * **Tiffany H**: Asked Kim if there is a bridge / ability to learn from the information that started to shape the pillars that came out of the strat plan.   + **Kim:** We can share notes of what was discussed, but we are now at a new phase of the implementation. Believes it would be a worthwhile sense of time to discuss and build upon what we have to avoid reinventing the wheel / redo it all. * **Ken O:** As we look for the room for the human messiness of sense making, what does this look like to us (two day retreat; the six groups having a day to take to each other, etc). What do you envision?   + **Bobbie P**: Highlighted importance of being clear in how we define and map the outcomes. Used strat work that EAB is doing as example. This would be a good opportunity to bring in someone to help facilitate our thinking so we walk out with outcomes that map back to our plan and that really compliment what is in the key objectives that we have listed.   + **Sabrina S:** Mentioned how do we be more intentional in the group process driven forums and dropping this process driven approach into the project plan to allow for buy in and process approach. * **Alana O**: We do have a contract w/ EAB. They are committed to help the campus over the next 6-8 months on addressing culture change through the Culture of Change (Care) pillar. Looking at the people side of change, this might be something we can use. Alana has some things she can share. This could be a great opportunity as approach to build across campus leadership. * **Natalie A:** Acknowledged the need for intentional sense making of some of the language and shared understanding, along with choosing to engage in possible guided conversations from consultants before we deliver on the two TSI documents. However, the change management side is not going to end. We will become more intentional on embedding change into our campus culture as we move forward. * **Natalie A:** Asked if any of the working group leads if they wanted to express their thoughts/ideas on what Bobby and Kim shared above.   + **Brett W:** Sees a need for re-visiting some of the documents and information that led us to where we are to bring clarity. A challenge however is that even pulling the groups together, there is a lot of diversity of thought. We don’t want to be too limited on how people embrace/feel to impact their work. However meeting with the SMEs in their areas could help bring clarity that can be share that with this group. * **Ken O:** Any other closing comments?   + **Kim C:** Feels that the work of the committee, campus and all the focus groups has led us to a diversity strategic plan. The work moving forward will be to figure out what that means in practice, while honoring the work done to date, make sense of it as we move forward and to keep it front and center.   + **Natalie:** Possible opportunity here for parallel tracks. Ken/Natalie will be doing a write up to present back to the Cabinet in Sept and can share the committee’s feelings around developing and documenting a collective shared understanding. | Ken O’Donnell / Natalie Alarcon |
| **9.** | **Open Action Items (if applicable)**   * One open item was carried forward from last meeting (#3) below   ***Important****: Please review the list of open Action Items and assignments* | Ken O’Donnell / Natalie Alarcon |

Action Items

| # | Action Item | Date Originated | Expected Completion | Status | Assigned To |
| --- | --- | --- | --- | --- | --- |
|  | Set up 30 min meetings with each of the working groups – **Update**: *meetings have been scheduled and will continue through 7/15/22* | 6/28/2022 | 7/15/2022 | Closed | Ken / Natalie |
|  | 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 | Closed | All |
|  | **Working Group Leads – Your Input is needed on the following:**   1. Working Group membership recommendations 2. Feedback on best ways to collaborate (status reports into UPC, Wrike project tracking, Dropbox folders, websites, etc?) 3. Preferences on Timelines and Rhythms of UPC meetings in 2022-2023 (weekly, bi-weekly). 4. 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? 5. Do you agree with elevating professional development as we launch these work groups?   **Update 8/19 (Ken):** Gathering remaining committee rosters.  **Note**: *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.* | 6/28/2022 | 7/15/2022 | In Progress | Ken / Working Group Leads |
|  | **Provide committee with notes from the work in writing the strategic plan** | 8/19/2022 | 9/9/2022 | Open | Kim Costino |
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