Fall 2017 General Faculty Meeting

August 2, 2017

I. Welcome
II. President's Address
III. Provost's Address
IV. Engage West Survey
V. Discussion Tables
VI. Lunch!

UNIVERSITY *of* **West Georgia**

General Business

How are we doing?!

Let's review…

Engage West!

Year One: LEARNING YEAR! (2014-15)

- *Building the Toolkit* – EW Survey & Action Plans; Refined focus – Communicating Vision, Expectation, Direction; Defined Goals via SP – KPIs, Accountability

Year Two: LIVING YEAR! (2015-16)

- *Using the Tools* – EW Faculty & Staff Editions; Modeling & Celebrating Success (Best of the West); Aligning SP to Divisions; Assessment & Continuous Improvement; Impacting Others

Year Three: LEADING YEAR! (2016-17)

- *All In!* – Individual & Departmental Alignment to Institutional Goals; Leadership Sustained and Embedded Expectations; Fully Engaged and Transcending "Uncomfortable Gap"

We're seeing results

- **FY18 – The Largest Total Budget Increase in Institutional History!!!**
  - Faculty & Staff Merit/Equity Salary Increases – $7.3M **+ $2.75M = $10.05M**
  - 99 new full-time Faculty & Staff **+ 82 new FTE's = 181** (DineWest! adds another 150**+**)
- **Institutional Records** - Enrollment; 4 Year Grad Rate; Degrees Conferred; Average Incoming Freshman GPA; Scholarships Awarded; Funds Raised; Economic Impact
- **EW Engagement Survey** – 80% participation (1,368 record) = 3.9 Employee Engagement Score
- **Community** – CCEC; Protect Our Pack; Inclusiveness and Diversity; BikeShare
- **Improved** Retention, Progression, Graduation rates – 72-73% & 41-42% (projecting 6 year record grad later this summer)
- **Further Defined** our UWG 2020 Vision and Outcomes!

GO WEST UWG™

That's how we're doing…

Now…let's look at how we are feeling!

Phases of Organizational Change

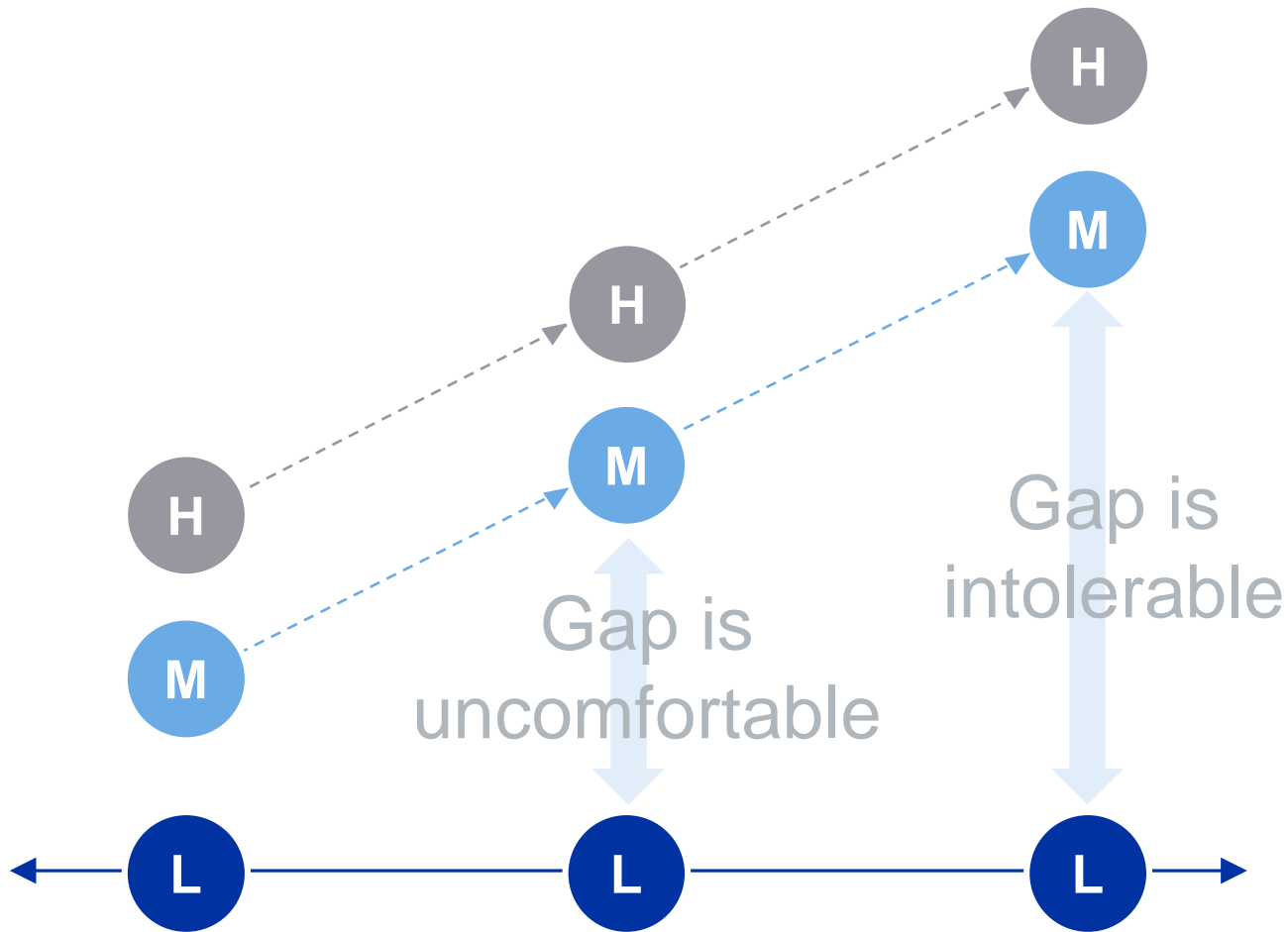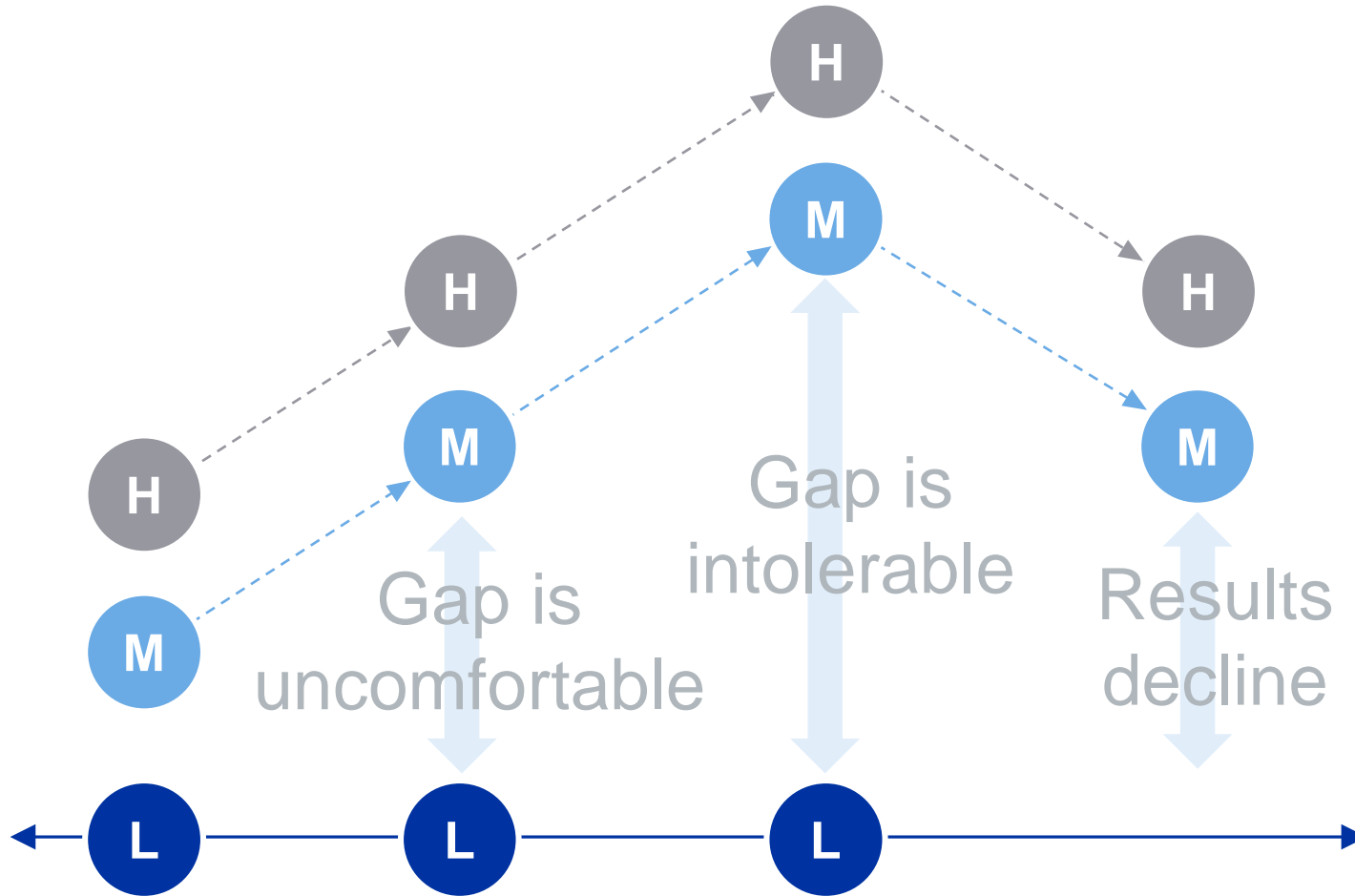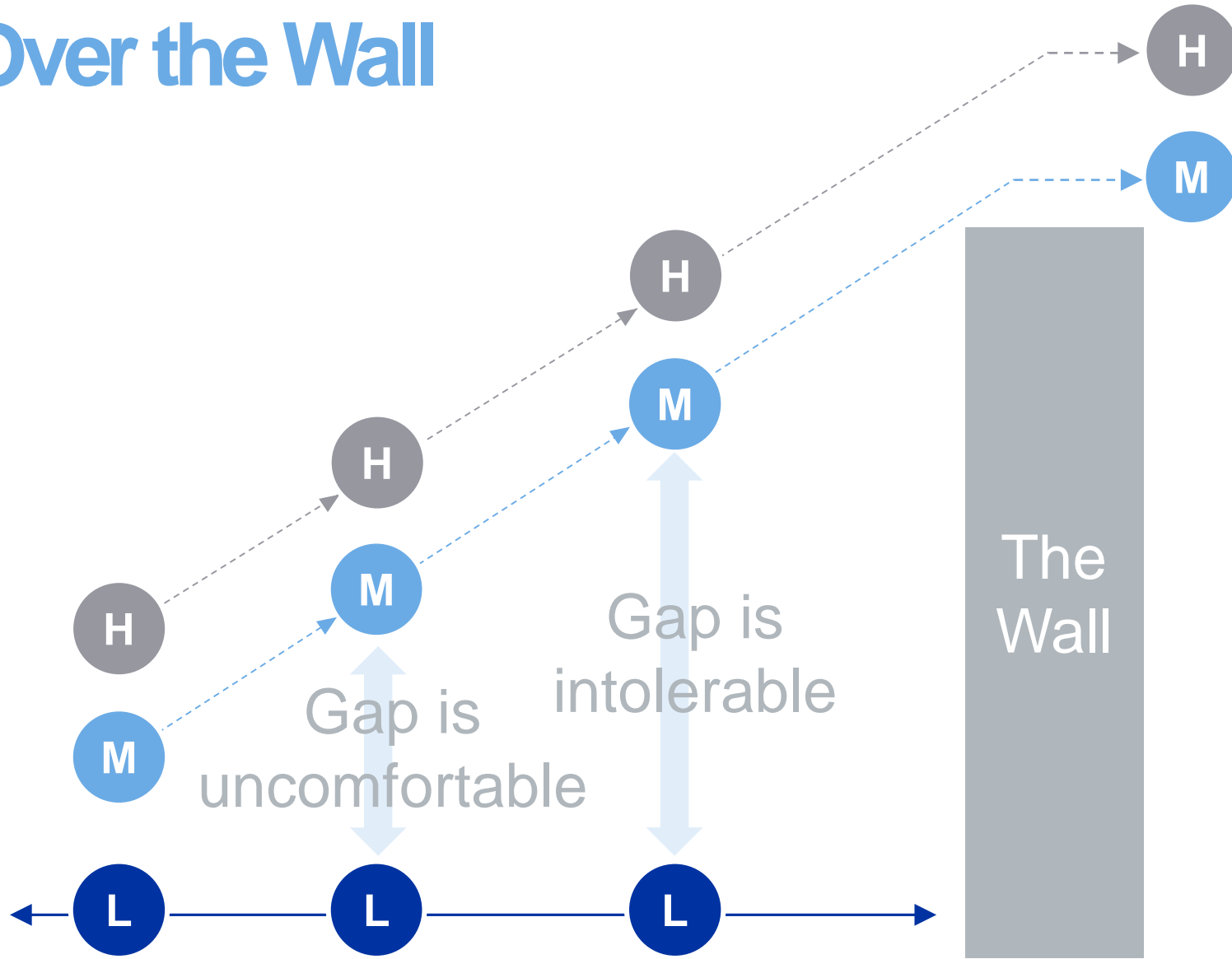| PHASE 1: The Honeymoon	PHASE 2: Reality Sets In	PHASE 3: The Uncomfortable Gap	PHASE 4: Consistency
• Sense of excitement • Right "to do" list • Things will get better (hope) • Quick fixes are implemented • Team in place • Some skeptics • Overall lots of enthusiasm	• We/they • Inconsistency apparent • Bigger challenge and more work than thought • This will impact me—change for all • Some are getting it and getting it faster • Some are not and may not	• Performance gap is evident • Tougher decisions must be made • Process improvement increases due to accountability and skill level • Inconsistencies obvious that if not fixed, progress will halt and organization will go backwards	• High performing results • Everyone understands the keys to success • Disciplined people and disciplined processes displayed in organization • Proactive leadership

The Gap is Intolerable!

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Gap is uncomfortable

Gap is intolerable

The Wall

WEST
UWG

Results Decline (look familiar?)

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The
Wall

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Gap is
intolerable

M

Gap is
uncomfortable

Results
decline

L

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WEST
UWG

Over the Wall

Gap is uncomfortable

Gap is intolerable

The Wall

What does the Legacy Year look like?

Hardwiring Our Future!

Engage West!
Year Four: The LEGACY YEAR! (2017-2018)

HARDWIRING THE FUTURE!

Actions:

- Continued focused developmental work - multiple constituency levels including **Department Chair Academy!**
- Identifying and developing future leaders – **EW Fellows; EW Emerging Leaders**
- Operationalizing Excellence – **Balanced Scorecards institutional leadership; Hiring processes; Onboarding/Orientation for new employees; Annual performance evaluations**
- 100% participation in **EW Survey Roll Outs and Action Plans**
- Continue expanding **cross-divisional collaboration**
- Continue Learning, Living, Leading **behaviors and actions**

Outcomes:

- **Clearly defined alignment** of individual, departmental, divisional goals to institutional outcomes
- Sustained, embedded, and accounted for **expectations of excellence**
- Cultural transformation (All In! Fully Engaged!) – **HARDWIRED!**

FY2018 Priorities - Internal Factors!

INTERNAL

- Largest Budget Allocation in History of Institution
- Hiring/Searching for up to 82 new Faculty/Staff
- Critical Searches – Police Chief, AVP Enrollment Management, AVP Academic Affairs (now filled w/David Newton), Legal Counsel, Dean of Libraries
- Growth - Fall 2017 Enrollment Projections/Goal – 13,650-13,700
- P3 Housing and Opportunities to Redirect M&O
- Campus Carry Implementation/Communication
- Facilities – new, renovations, office space
- Expanded Leadership Training – EW Fellows, Emerging Leaders, Department Leaders

FY2018 Priorities - External Factors!

EXTERNAL

- Comprehensive Admin Review (CAR) – UWG in Phase I

- E-Tuition Taskforce

- Legislative priorities in a lame-duck session

- Political Unrest, Campus Safety, Protest, Activism

FY2018! Alignment & Focus

- Scorecards must align and be informed by Big Rocks (the non-negotiable goals such as RPG)!

- Scorecards and Big Rocks must align and be informed by our values/core outcomes!

- All actions must be driving towards and aligned with Scorecards, Big Rocks, and Core outcomes!

- We've identified our actions within the first 90 days of FY18 to ensure success!

- Furthering our impact in the Legacy Year!

How do we get to the next level?

A Continual Process
of Communicating the "Why"

Embrace disruption, and remember these efforts

are to improve continuously, to transform lives,

and, during this journey, to become

the best place to work, learn, and succeed!

Communicate – This is the WAY we do what we do—not an addition to what we do.

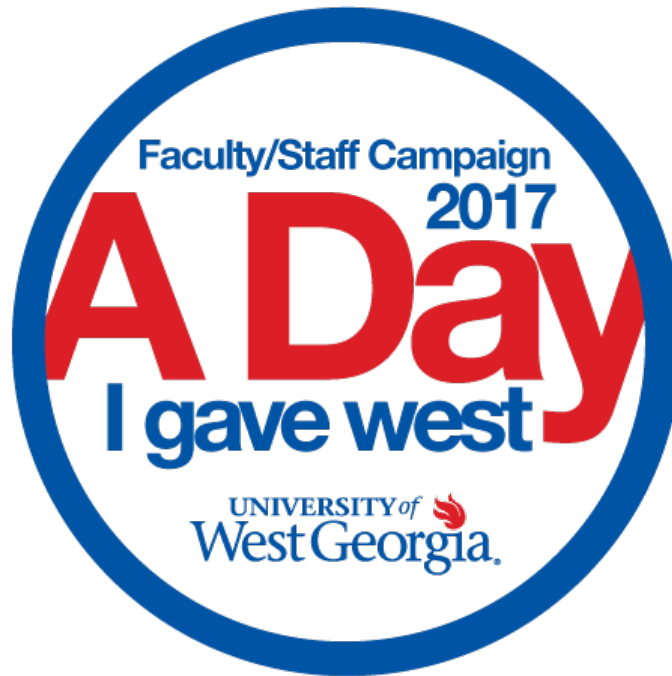We must embed all of this in the normal life of the institution.

Alignment

This year, our Legacy Year, the leadership challenge is to model and communicate how all of this fits together, and leads to the ultimate goal…

ENGAGE WEST!

Making UWG the best place to work, learn, and succeed!

Armani Hansell – ahansell@westga.edu

T.J. Mills – tmills@westga.edu

Thank You!

Introduction to Guide

UWG

The Struggle to Help Students Effectively

Common Communication Challenges

Pointing students to passive, online portals that are difficult to navigate

Broadcasting significant number of generic E-mails, creating "white noise"

Utilize the voice and tone of a university administrator

▶ **Not leveraging mobile**

85%

Millennials own a smartphone

43x

How often Millennials check phones per day

3x

Minority students' mobile dependency for Internet vs. non-minorities

>2 hrs

Amount of time Millennials spend on smartphones per day

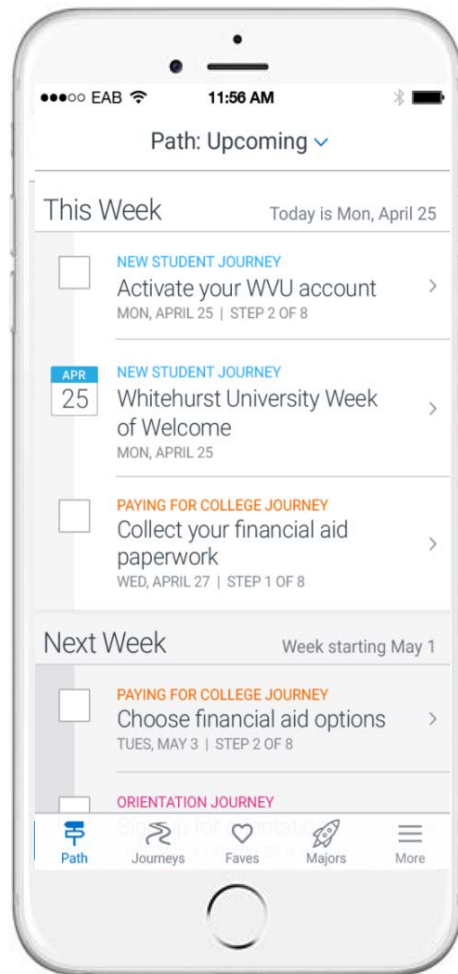# Breaking Through to the Student

Student "Mental Model" of How they want Their Institutions to Communicate

Developing Deep Expertise

8 years

Best practice research on student enablement technology

250+

Research interviews and concept tests with students

300+

A/B split tests to determine optimal communication strategies

9,000+

First-year students surveyed on technology and mobile habits

The Most Effective Communications Are Personalized and Proactive

1 **Customize information** to what each student to specifically needs

2 **Build context** surrounding important milestones and tasks

3 **Send prompts** about important dates and useful information

4 **Remind them quickly** if they miss something important

5 **Provide validation** when they're back on the right track

An intuitive mobile application

..That helps students be more proactive and thoughtful about their college experience.

Define paths to success

Provide self-service tools

Alerts to keep student on track

- **Journeys**
  Step by step instructions help students through all facets of their college experience, such as academic progress, paying for school, getting involved, and more.

- **Targeted Content**
  Students receive content that is relevant to them based on a number of attributes, such as classification, transfer status, and more.

- **Quick Polls**
  Micro surveys collect student feedback and connect them to relevant resources

- **Major Explorer**
  Uses student interests and skills to recommend best fit majors and related careers.

- **Class Schedule**
  Students can quickly view their class schedule and add to existing calendars

- **Resources**
  Web links that point students in the right direction to learn more information and/or seek additional help

- **Appointment Scheduling**
  Select a time and date to schedule a meeting with advisor

- **Nudges**
  Students receive notifications to keep them on track.

- **Hold Center**
  Alerts students to any holds on their account and provides resolution instructions.

- **Academic Calendar**
  Students can keep track of upcoming deadlines or important events on campus

- **Tips**
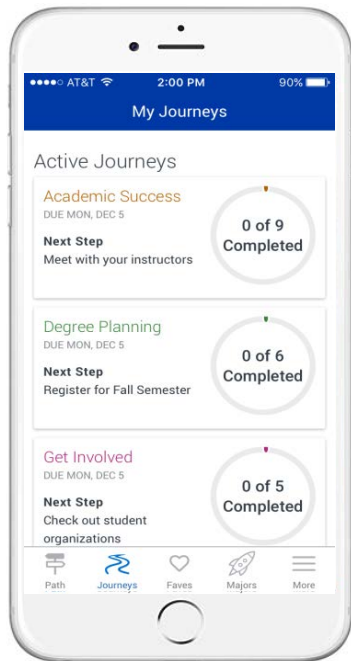 Informal content to give students advice and pointers

A Journey is a series of steps that helps students stay on track.

CATEGORICAL

Steps are organized in categories.

- ❖ Financial Aid
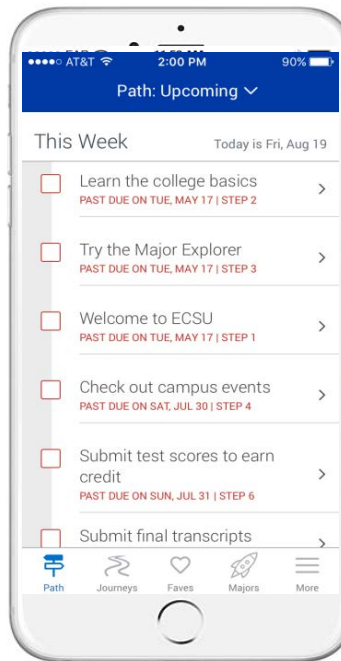- ❖ Work & Career
- ❖ New Student
- ❖ Get Involved
- ❖ Health & Wellness
- ❖ Academic Success

CHRONOLOGICAL
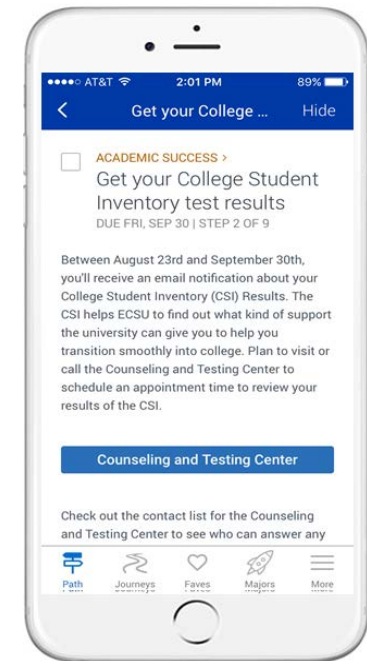
Steps appear chronologically in a student's path.

Students can view upcoming steps for the following two weeks and check off each completed task.

DESCRIPTIVE

Each step includes details and connects students to relevant resources.

Students read step descriptions to gain context about each task and click web links and contact information to learn more.
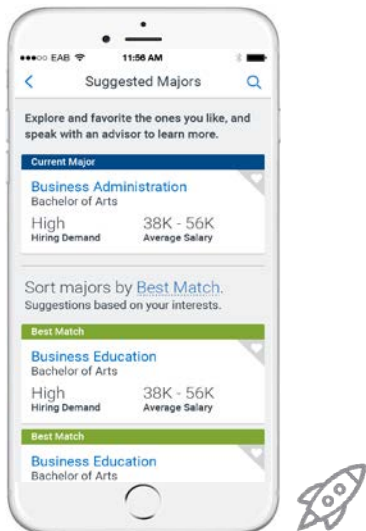
Guide uses interactive features to nudge students in the right direction.

Major Explorer

➤ Students choose their favorite interests and hobbies, and the major explorer uses a custom algorithm to give students major options and corresponding career data.
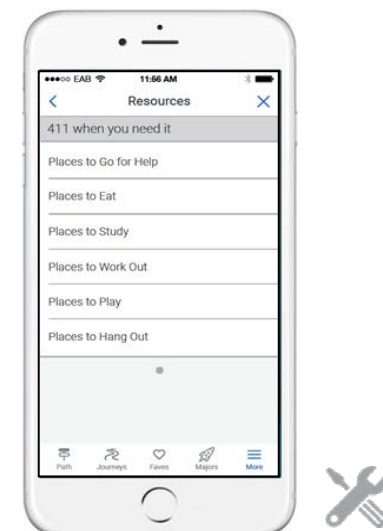
Automated Interventions

➤ We alert students when they have a hold on their account, detail the context and consequences of the hold, and provide instructions to resolve the hold.
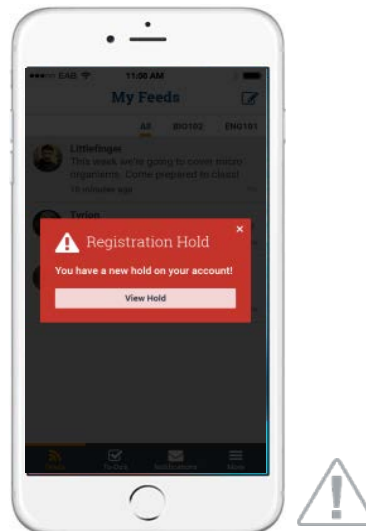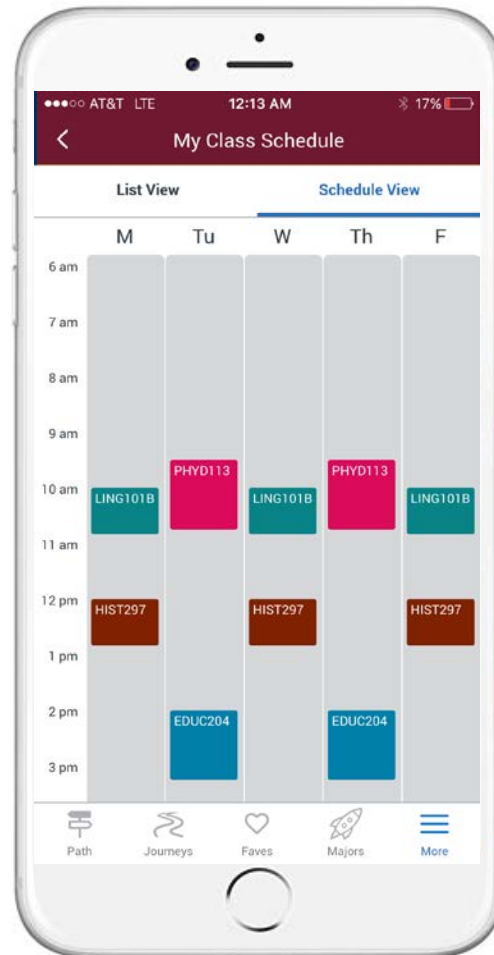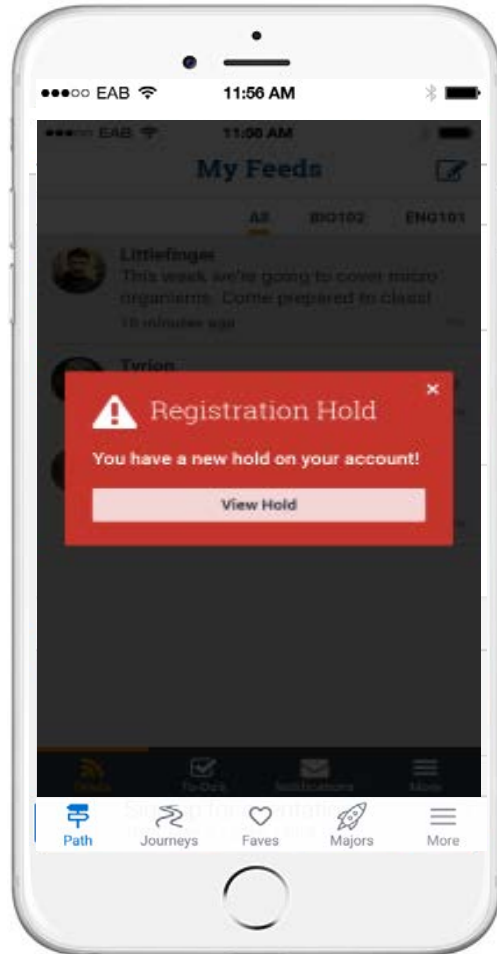
Resources

➤ Resources are incorporated throughout the application to connect students to services and tools offered by the university.

Resolving Holds and Tracking Course Schedule

Check daily hold status and never miss another class

Hold Center

Updates everyday and gives students an urgent reminder to view and resolve their hold

My Class Schedule

View and download class schedule to phone's calendar

Staff have more robust insight and communication methods with students

Desktop Platform (Campus) for **University Staff To Help Them...**

- **Act on Comprehensive Student Risk Data**

- **Conduct Proactive Outreach and Interventions**

- **Understand and Collaborate on Campus-Wide Case Management**

- **Use One System to Track Varied Types of Student Support and Interactions on Your Campus**

Impact on Students:

- ✓ Students receive better informed advice and proactive direction

- ✓ Comprehensive interactions and support by units across campus

- ✓ Fewer instances of "repeating their story" to multiple people/departments on campus

- ✓ Additional time for meaningful conversations and interactions with their mentors, advisors, and support staff on campus

Student-Specific Guide Content Shared with Support Staff

- View an individual student's "path" on desktop
- See a student's favorite majors and campus resources
- Review intake answers from survey questions

- Discuss and view your 'path' with your advisor
- Receive proactive support based on major interests and progress through journey steps

Results in a Student Success Ecosystem

How Campus and Guide work together to transform student support

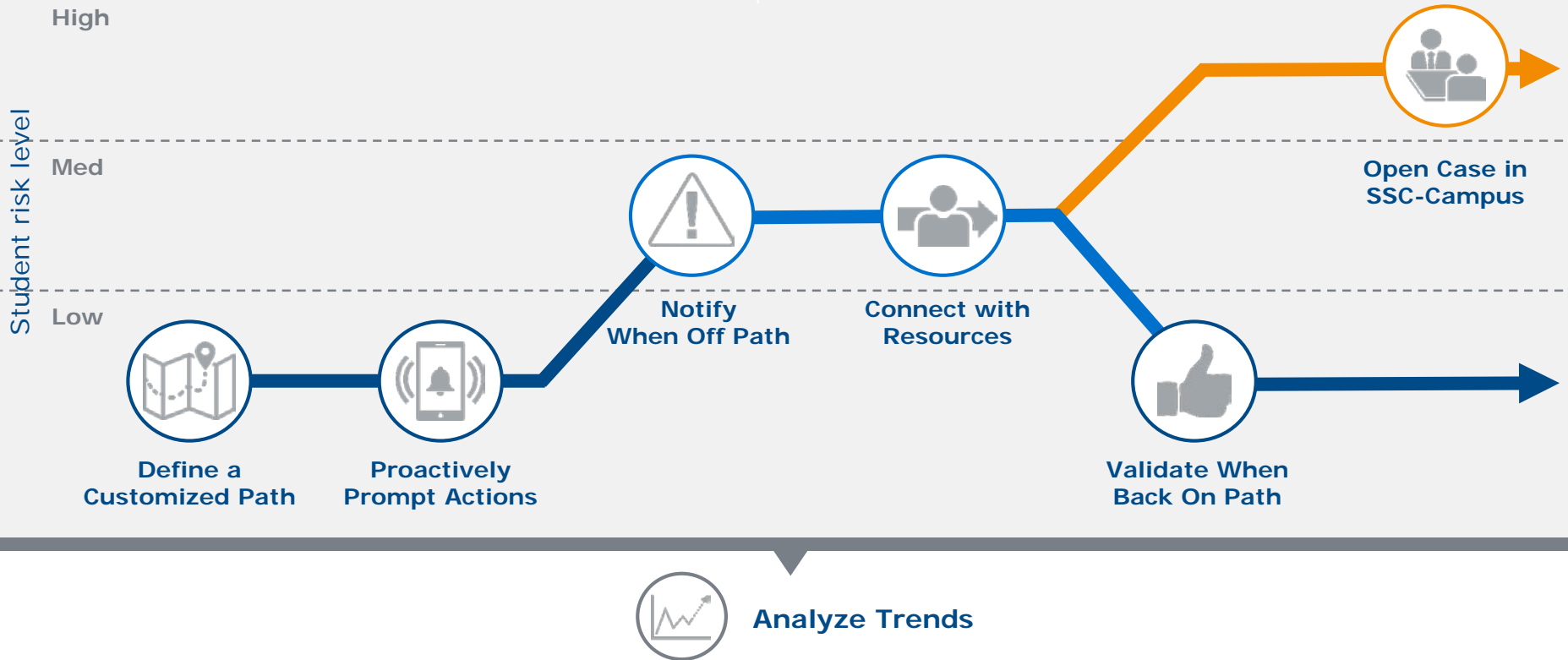**Specialized Care throughout the Student Journey**

Equip students to own their success' by surfacing next steps in mobile

Understand when and how to intervene when a student veers off path

Enhance all student interactions through a more holistic understanding of their experience

Student risk level

High

Med

Low

Define a Customized Path

Proactively Prompt Actions

Notify When Off Path

Connect with Resources

Validate When Back On Path

Open Case in SSC-Campus

Analyze Trends

Academic Affairs Update

Dr. Micheal Crafton, Provost

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Annual Goals

- Affirm our Academic Mission

- Continue Efforts at Work/Life Balance

- Increase Student Success

- Optimize Academic Programs

- Implement LEAP

- Improve Communication

ONE UWG

1130 – One UWG Assistance Fund

LEAP Fundamentals
(Liberal Education and America's Promise)

◆ **Value of Liberal Education**

◆ **Essential Learning Outcomes**

◆ **High Impact Practices**

◆ **Principles of Excellence**

◆ **Purposeful Pathways**

Essential Learning Outcomes and Essential Skills

- ***Knowledge of Human Cultures and the Physical and Natural World***

  Through study in the sciences and mathematics, social sciences, humanities, histories, languages, and the arts

- ***Intellectual and Practical Skills***

  Inquiry and analysis

  Critical and creative thinking

  Written and oral communication

  Quantitative Literacy

  Information Literacy

  Teamwork and problem solving

- ***Personal and Social Responsibility***

  Civic knowledge and engagement—local and global

  Intercultural knowledge and competence

  Ethical reasoning and action

  Foundations and skills for lifelong learning

- ***Integrative and Applied Learning***

  Synthesis and advanced accomplishment across general and specialized studies

High Impact Practices

- First-Year Seminars and Experiences
- Common Intellectual Experiences
- *Learning Communities*
- Writing-Intensive Courses
- *Collaborative Assignments and Projects*

- Undergraduate Research
- Diversity/Global Learning
- *Service Learning, Community-Based Learning*
- *Internships*
- Capstone Courses and Projects

LEAP Principles of Excellence

The Principles of Excellence offer both challenging standards and flexible guidance for an era of educational reform and renewal. The Principles of Excellence can be used to guide change in any college, community college, or university. They are intended to influence practice across the disciplines as well as in general education programs.

★**Principle One**
  Aim High—and Make Excellence Inclusive

★**Principle Two**
  Give Students a Compass

★**Principle Three**
  Teach the Arts of Inquiry and Innovation

★**Principle Four**
  Engage the Big Questions

★**Principle Five**
  Connect Knowledge with Choices and Action

★**Principle Six**
  Foster Civic, Intercultural, and Ethical Learning

★**Principle Seven**
  Assess Students' Ability to Apply Learning to Complex Problems

The Goals of LEAP West

- *Improve student learning*

- *Deeper engagement and learning*

- *Increased retention and graduation*

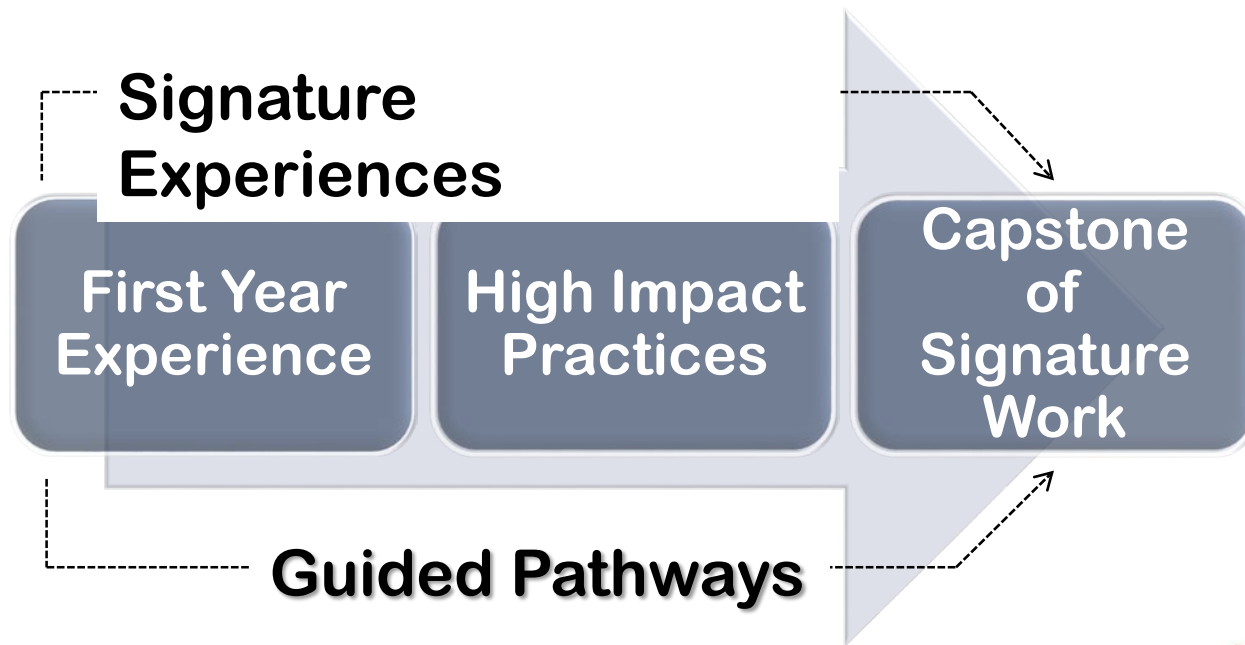- *Better job placement*

- *Better recruiting*

UWG's Building Blocks:
How We Will Get It Done

Possibilities for UWG's LEAP West

Signature Experiences

First Year Experience | **High Impact Practices** | **Capstone of Signature Work**

Guided Pathways

LEAP WEST

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Where We Are Now

- Administrative Role Disruption

- FYS Pilots Begin This Fall

- LEAP Plan to be Completed This Year

- Join the Cause

- More Faculty Needed to Discuss
  o Capstone Experiences
  o High Impact Practices

- Work with Student Affairs on Career Services, Service Learning, and Academic Support
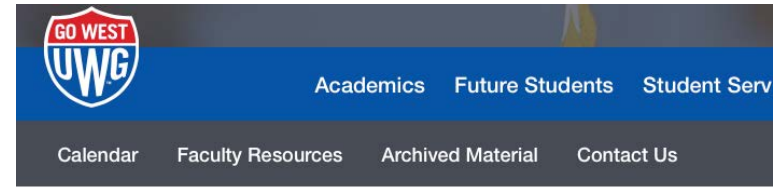
Higher Ed Alphabet Soup

- QEP
- SACS
- CCG
- RPG
- G2C
- IRB
- PSC
- BMOC
- QED
- OMG

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QEP (SACS COC)

- What is the goal of our QEP?
- Five components in the original plan:
  - Wolf MOOC or Video
  - On Campus Writing Support
  - Faculty Development
  - Online Writing Support
  - Writing in the Core
- All have worked well except the last.
- Director Dr. Nadya Williams and her team have recommended some key changes.
- Faculty no longer have to grade with the template and upload.

CCG – RPG – G2C

CCG – Complete College Georgia

RPG – Retention, Progression, Graduation

G2C – Gateways to Completion

Other items – mid-term grade reporting for lower-division classes in order to provide intervention

Building a First-Year Faculty Program

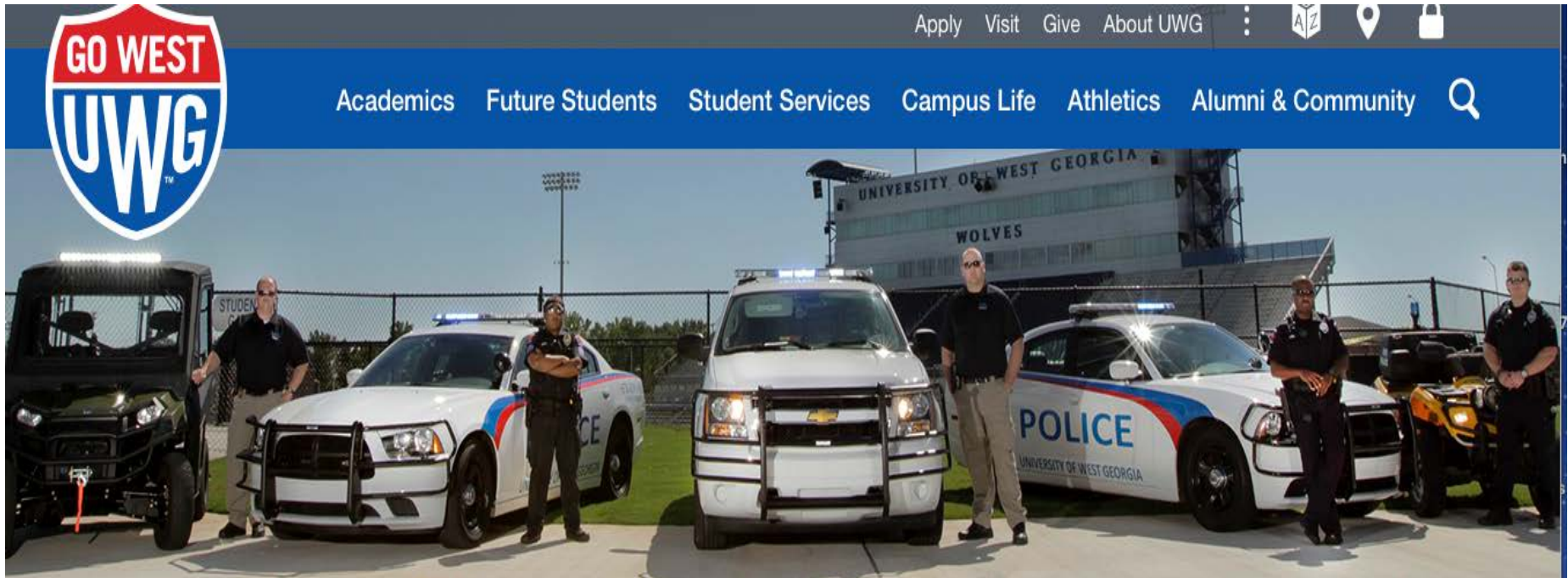Investigate the Creation of a University College

Really all about one thing:

Student Success: Demonstrated Learning & Appropriate Progression

"Everything I do, I do it for you."
—Brian Adams, Canadian Singer, Philosopher, Pot Stirrer

Campus Carry
aka HB280

Campus Carry

- Weapons are not supposed to be in classrooms wherein minors are enrolled or in faculty or staff offices.

- Brief recommendations:

- Some would say act as if the bill doesn't exist.

- Link your syllabus to the common language (https://www.westga.edu/academics/assets/docs/Common_Language_for_Course_Syllabi.pdf)

- The responsibility for compliance is on the student not you

- Call the police if someone is in violation.
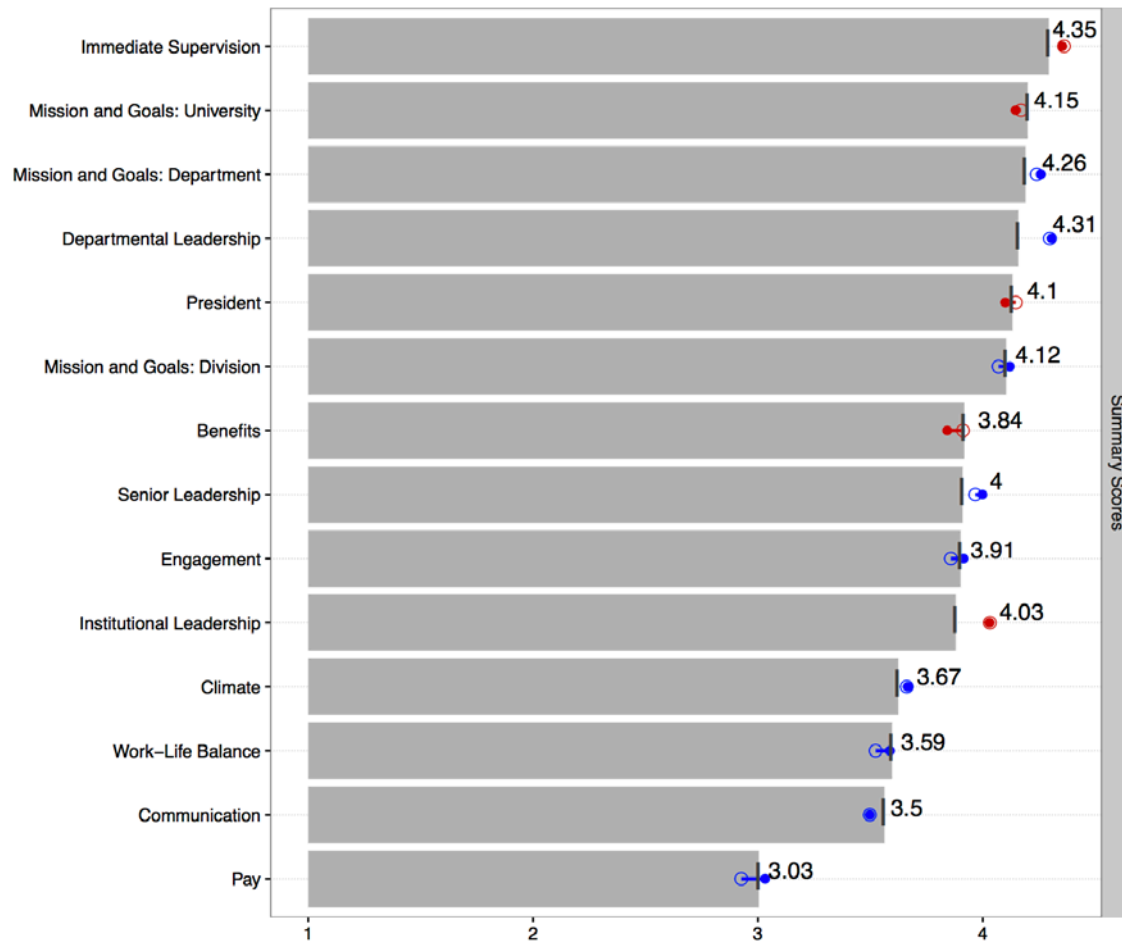
- And one more thing

Don't be a Barney.

Why We Do What We Do

Engage West Survey Results

Engage West 2017 Summary Scores – Division of Academic Affairs

Category	Score
Immediate Supervision	4.35
Mission and Goals: University	4.15
Mission and Goals: Department	4.26
Departmental Leadership	4.31
President	4.1
Mission and Goals: Division	4.12
Benefits	3.84
Senior Leadership	4
Engagement	3.91
Institutional Leadership	4.03
Climate	3.67
Work–Life Balance	3.59
Communication	3.5
Pay	3.03

Summary Scores
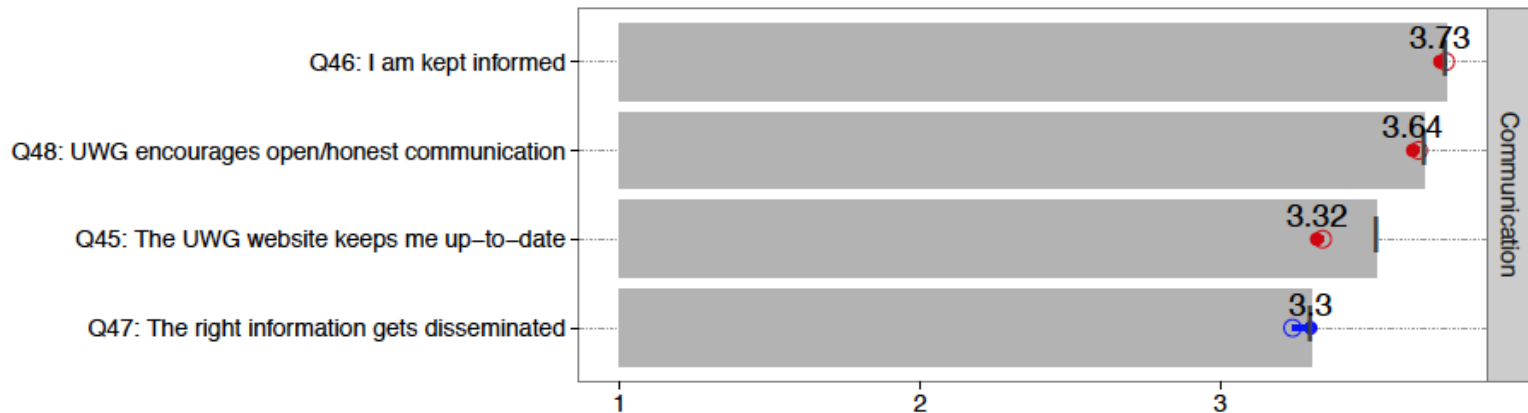
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Results of the Provost's Focus on Improving Work-Life Balance

2016 Work-Life Balance = **3.52**
2017 Work-Life Balance = **3.59**

2017 COMMUNICATION – Average Score 3.50

Communication	2016 Average	2017 Average	Standard Deviation	Responses	UWG Mean
Question 45	3.34	3.32	1.103	631	3.52
Question 46	3.75	3.73	0.908	632	3.75
Question 47	3.24	3.3	0.991	626	3.3
Question 48	3.66	3.64	1.02	631	3.68

Note: 2016 data are for Micheal Crafton. 2017 data are for Micheal Crafton.

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Engage West Table Discussions

Check your program &
join a table discussion that interests you!

Table Discussions Part II

Time to move about & join another table!

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Lunch Time!

Visit with friends & meet new colleagues.
Thank you for contributing your ideas!