



KEAN

August 21, 2020

Dear President Repollet,

At the August 5 meeting of the University Planning Council (UPC), you tasked our membership with identifying five to eight opportunities for improvement at Kean University for you to consider as you establish immediate priorities in your transition as President of Kean University.

We would like to briefly describe our process: Within a week, UPC members collectively identified opportunities for improvement using an anonymous Qualtrics survey. In this initial stage, we found that many members of the UPC suggested similar opportunities for improvement. The results were discussed at an August 12 virtual meeting of the UPC; at that meeting, members agreed to review all 69 suggested opportunities and prioritize them using a rating scale from 0 to 5 in which an anchor value of 5 represented an opportunity that merited the highest priority, a value of 3 represented a moderate priority, a value of 1 represented a low priority, and a value of 0 would indicate that the suggested opportunity was thought not to merit a priority.

Opportunities for improvement are presented below in the order of prioritization by 26 UPC members.

COMMUNICATION/TRANSPARENCY: Provide better communication about decisions and plans accompanied by appropriate levels of sharing key information and data. Eliminate administrative silos among and within management levels. Increase transparency in resource allocation and budget processes.

TECHNOLOGY: Close the digital divide and provide students with the tools needed to succeed today. Maximize the effectiveness of all instruction by providing technology to support remote and face-to-face learning, and offer training opportunities for faculty to develop new pedagogical approaches. In addition to supporting instruction, improved technology will enhance collaboration, service, research, and operational efficiency.

CAMPUS CLIMATE AND MORALE: Create a supportive and collaborative working environment that promotes mutual respect and appreciation for every member of the Kean University community, in part, by addressing workplace issues and improving employee morale.

DIVERSITY, EQUITY AND INCLUSION (DEI): Establish an Office of DEI that includes a Title IX coordinator. Develop policies and procedures to promote diversity and inclusion. Provide comprehensive and collaborative resources to support education and programming initiatives focused on issues of diversity, equity, inclusion, and antiracism.

STUDENT SUCCESS IN PERSISTENCE AND GRADUATION: Improve student retention and graduation rates. Focus on the freshmen-to-sophomore transition, academic advisement, academic program offerings, scholarships, research mentoring, etc.

RESEARCH: Provide new opportunities for internal research grants (release time) to support faculty research, boost external funding success, and create more faculty-mentored research experiences for our students. Explore innovative research initiatives including antiracism.

These opportunities include areas in which improvements would be visible to the entire community (TECHNOLOGY, OFFICE OF DEI) and those where the benefits occur behind the scenes (COMMUNICATION/TRANSPARENCY, CAMPUS CLIMATE).

Thank you for the opportunity to identify university priorities for your consideration. We look forward to working with you on these and other initiatives in the new academic year.

We offer these recommendations with the understanding that you are seeking to develop action items in advance of the first Board of Trustees meeting. The UPC is happy to refine these recommendations with your feedback and work with you to provide specific actionable items, develop goals and implement programs as the year progresses.

Respectfully,

Members of the University Planning Council