

UNIVERSITY PLANNING COUNCIL

Meeting Minutes February 3rd 2021 Virtual Meeting via ZOOM

- Meeting commenced at 3:05 pm
- Paul Croft and Neva Lozada were assigned by the President to review the ideas and action plans listed by the UPC subcommittees for each of the six areas of priorities. Upon review, Mr. Croft and Ms Lozada created a narrative that will assist the subcommittee members create an action plan (see attached below).
- A rubric was developed to assist in the evaluation of each resource request made by the divisions in the Annual Assessment Results Reports. Paired with this rubric is a template that was developed for all units and divisions to use as they prepare their reports and resource requests at the end of the assessment cycle. The rubric and template was shared with the members for comments and feedback.
- Suzanne Bousquet and Neva Lozada provided UPC members update on the Middle States Self Study report.
- Meeting adjourned at 4:00 pm

**February 3, 2021
UPC Meeting via Zoom
Attendance**

	Name	Initials
1	Mukul Acharya	X
2	Marvin Adames	X
3	Jessica Adams	X
4	Suzanne Bousquet	X
5	Itunu Bologun	
6	Aylin Brandon	X
7	Andrew Brannen	
8	James Castiglione	X
9	Paul Croft	X
10	Leslie Dacosta	X
11	Craig Donovan	X
12	Rachel Evans	X
13	David Farrokh	X
14	Barbara Harmon-Francis	
15	David Joiner	
16	Audrey Kelly	X
17	Robert Kitzinger	X
18	Barbara Lee	X
19	Robin Mansfield	X
20	Marsha McCarthy	X
21	Margaret McCorry	X
22	Jonathan Mercantini	X
23	William Miller	
24	David Mohney	X
25	Anthony Monticello	X
26	Neva Lozada	X
27	Feng Qi	X
28	Maryam Raja	X
29	Steven Remotti	
30	Joseph Sarno	X
31	Steven Shaffer	X
32	Shiji Shen	
33	Karen Smith	X
34	Heather Stein	X
35	Jeffrey Toney	X

36	Felice Vazquez	X
37	Eric Yang	
38	Lynette Zimmerman	X
39	Carlos E. Rodriguez	X

Analysis and Prioritization of UPC Priorities, Goals and Actionable Items to Determine Unmet Needs

Executive Summary

The authors' methodology in reviewing the items presented within the six UPC thematic areas was to examine each theme with its specifics according to a snapshot in time (i.e. underway, not initiated, already complete). Of those items either already underway or not yet initiated, the authors' identified which items were aligned with advancing Kean University's mission and Strategic Plan goals. Preference in the authors' analysis went to those items that directly impact Kean students and support diversity, access, and equity (in keeping with Kean's mission) followed by technology and research (important to levelling the field and being competitive). In fact, among the top three in each thematic area, there is clear overlap and connection in terms of community intent as represented by the UPC..

The top three unmet needs across the six UPC thematic areas of Communication/Transparency, Technology, Campus Morale, Diversity-Equity-Inclusion, Student Success, and Research, as identified in the following table, are listed based primarily upon new initiatives. The authors' findings are based upon our combined Kean University experiences, professional backgrounds, reporting divisions, and with consideration of the President's vision as per the methods presented below. This implies an element of subjectivity as well as reasoning on our part and our view that some items may be readily considered part of the expected work flows and operations in certain areas according to various units across the university. These include our collective vantage points from the purview of the Nancy Thompson Learning Commons and the Office of Institutional Effectiveness.

<i>Rank Order</i>	Communication & Transparency	Technology	Campus Climate & Morale	Diversity, Equity & Inclusion (DEI)	Student Success in Persistence & Graduation	Research
1	Delineate communication responsibilities within and across units	Provide needed technology for incoming students (laptops and internet access)	Examine/assess the workplace experience and identify both positive and negative impacts; analyze potential for maximizing or enhancing the former and minimizing or mitigating the latter	Recruit and retain diverse faculty, enhancing educational excellence	Identify internal and external barriers to graduation and develop strategies to eliminate or overcome barriers to completion	Explore peer R2 institutions both in NJ and outside of NJ to analyze teaching load requirements, and support for release time, travel, and professional memberships
2	Improve dissemination of policy and expectations for every unit	Provide discounted purchase options for students for both hardware and bundled software packages required in their course (Deans compiled specific list)	Examine workflows, procedures to determine areas and points of discrepancies that connect with 'complaints' to identify and inform the user and provider; work towards improvements (i.e., how to make	Increase anti-racism, social justice, equity, and inclusion in courses and programs	Examine deliveries of advisement based upon best practices (centralized, decentralized, peer-to-peer, multifaceted, professional/dedicated)	Create Peer Review Monthly Events and establish a virtual interdisciplinary research center to serve as a hub for research project discussions, conference presentations, the exploration of

			experiences better and more productive in such a way that will positively impact climate and morale)			funding opportunities and relationship building
3	Improve communication within colleges while preserving consistency of messaging for university-wide issues	Scale back on the deployment of desktops across campus to better support remote work and office-sharing options	Clarify roles and expectations for service to the community and provide metrics to ascertain the level to which they are being met	Increase diversity and representation in staff and administration	Develop a Graduation Innovation Team to work collaborated as a united and coordinated cross-division team of faculty, staff, students, and administrators to increase our 4-, 5-, and 6-year freshman graduation rate to 60% by 2024, and eliminate the achievement gap while sustaining a high quality degree	Increase the number of GA positions in research and proposal development

Prioritization Narrative by Theme for “Top Three” Ranked Items

Communication & Transparency

- The authors prioritized both delineating communication responsibilities within and across units *and* improving communication within colleges while preserving consistency of messaging for university-wide issues in an effort to streamline communications to students and reduce redundancy of messaging.
- While the authors found dissemination of policy to be effective, an unmet need currently exists in regard to improving dissemination of expectations for every unit in an effort to reduce duplication of functions within and across units to improve the student experience.

Technology

- The authors prioritized both providing needed technology for incoming students (laptops and internet access) *and* providing discounted purchase options for students for both hardware and bundled software packages required in their course as they directly impact student access to learning and seek to reduce the digital divide, which is a top priority for President Repollet. The authors acknowledge that these goals, as well as the related goal of enhanced Wifi on campus, are underway under President Repollet’s leadership but will continue to be an unmet need until they are achieved in their entirety.
- The authors also prioritized scaling back on the deployment of desktops across campus to better support remote work and office-sharing options, particularly in light of the Covid-19 pandemic and subsequent increase of remote working arrangements, so all Kean employees

are better equipped and able to support students in flexible working environments.

Campus Climate & Morale

- The authors prioritized examination/assessment of the workplace experience to identify both positive and negative impacts for continued improvement.
- The authors prioritized examination of workflows/procedures to determine areas and points of discrepancies that connect with 'complaints' to identify and inform the user and provider and work towards improvements in enhancing customer service for both students and employees at Kean.
- The authors also prioritized clarifying roles and expectations for service to the community and providing metrics to ascertain the level to which they are being met to further advance the culture of service both across Kean university and within the surrounding communities.

Diversity, Equity & Inclusion (DEI)

- The authors acknowledge that all items presented within the DEI theme are underway as a result of the newly created DEI Office; however, the following items should continue to be prioritized as unmet needs until they have been fully implemented as they directly impact students' sense of belonging: recruit and retain diverse faculty, enhancing educational excellence; increase anti-racism, social justice, equity, and inclusion in courses and programs; and increase diversity and representation in staff and administration.

Student Success in Persistence & Graduation

- While previous retention efforts at Kean successfully identified internal and external barriers to graduation and began to develop strategies to eliminate or overcome barriers to completion, this process must be ongoing and continue to evolve to meet our students' needs.
- The authors also recommend that examining deliveries of advisement to students, based upon best practices should be prioritized as an unmet need given the inconsistencies with the current Kean advisement model that have had direct impacts on student persistence and completion.
- Presently a Graduation Innovation Team to increase our 4-, 5-, and 6-year freshman graduation rate does not exist at Kean and would serve to reduce the achievement gap and increase completion and thus is recommended as an unmet need that should be prioritized as well. This Team could directly coordinate with the new Division of Student Success and Retention.

Research

- The authors acknowledge that significant progress has been made toward the goal of exploring peer R2 institutions both in NJ and outside of NJ to analyze teaching load requirements, and support for release time, travel, and professional memberships; however, as a presidential priority, this goal will continue to be unmet until final achievement of Kean's R2 designation.
- The authors suggest that the creation of peer review monthly events and the establishment of a virtual interdisciplinary research center to

serve as a hub for research project discussions, conference presentations, the exploration of funding opportunities and relationship building would further advance Kean's commitment to grow the research and scholarly works enterprise throughout the university. Additionally, increasing the number of GA positions in research and proposal development would enhance the graduate student experience, resulting in greater student engagement, retention, and completion for this student population.