Faculty and Institutional Affairs Committee
Meeting Agenda
Tuesday, March 28, 2017
UC 213

Members:
Dr. Jesse Peters, Senator and Chair
Dr. Polina Chemishanova, Senator
Dr. Dennis McCracken, Senator
Dr. Scott Hicks, Senator
Dr. Joe Sciulli, Senator
Dr. Mitu Ashraf, Senator
Mr. David Young, Senator
Dr. Scott Billingsley, Associate Vice Chancellor for Academic Affairs
Mr. Steven Arndt, Vice Chancellor for Finance & Administration
Ms. Wendy Lowery, Vice Chancellor for Advancement
Dr. Bill Brandon, Chair of Faculty Development and Welfare Subcommittee
Dr. Elizabeth Denny, Chair of Faculty Evaluation Review Subcommittee
Dr. Jessica Abbott, Chair of Health, Safety, and Environment Subcommittee

Recording Secretary: Mr. David Young (Senator)

Order of Business

I.   Call to Order

II.   Approval of Minutes from meeting on February 28, 2017 (Appendix A)

III.   Approval of Agenda

IV.   Report from the Chair

V.   Reports from Administrators
       A. Associate Vice Chancellor for Academic Affairs – Dr. Scott Billingsley
       B. Vice Chancellor for Finance & Administration – Mr. Steven Arndt
       C. Vice Chancellor for Advancement – Ms. Wendy Lowery

VI.   Reports from Subcommittees
       A. Faculty Development and Welfare Subcommittee – Dr. Bill Brandon, Chair
       B. Faculty Evaluation Review Subcommittee – Dr. Elizabeth Denny, Chair
       C. Health, Safety, and Environment Subcommittee – Dr. Jessica Abbott, Chair

VII.   Old Business
       A. Guide for Administering Surveys at UNCP; Guest: Chunmei Yao (Appendix B)

VIII. New Business
       A. Recommendation from the Learning Management System Committee; Guests: Susan
           Cannata, Nancy Crouch, Wes Frazier (Appendix C)

B. Discussion of the 2017-2018 Bravebook; Guest: Mark Gogal (Appendix D)

IX. Announcements

X. Adjournment

The next meeting will be held on March 28, 2017.

Appendix A

Faculty and Institutional Affairs Committee
Meeting Minutes
Tuesday, February 28, 2017
UC 213

Members present: Dr. Jesse Peters (Senator and Chair), Dr. Dennis McCracken (Senator), Dr. Joe Sciulli (Senator), Dr. Mitu Ashraf (Senator), Mr. David Young (Senator), Dr. Polina Chemishanova (Senator), Dr. Scott Hicks (Senator), Dr. Liz Normandy (reporting for Dr. Scott Billingsley, Associate Vice Chancellor for Academic Affairs), Ms. Brittany Sandefur (reporting for Ms. Wendy Lowery, Vice Chancellor for Advancement), Dr. Elizabeth Denny (Chair of Faculty Evaluation Review Subcommittee), Dr. Jessica Abbott (Chair of Health, Safety, and Environment Subcommittee)

Members absent: Mr. Steven Arndt (Vice Chancellor for Finance & Administration), Dr. Scott Billingsley (Associate Vice Chancellor for Academic Affairs), Dr. Bill Brandon (Chair, Faculty Development and Welfare Subcommittee).

Also attending were: Dr. Dennis Swanson, Dean of Library Services and Mr. Roger Cross, Collection Development/Serials Librarian.

Recording Secretary: Mr. David Young (Senator)

I.   Call to Order

The meeting was called to order by Chair Jesse Peters at 3:30 p.m.

II.   Approval of Minutes of January 24, 2017 Meeting

The minutes of the January 24, 2017 meeting of the Faculty and Institutional Affairs Committee were approved.

III. Approval of Agenda

The agenda was approved after one minor correction was noted. The date of the next meeting should be March 28, 2017 instead of February 28, 2017.

IV.   Report from the Chair

Chair Peters reported on the following:

*Jesse was elected as the new Faculty Senate Chair for the next academic term. Dr. Aaron Vandermeer was re-elected to serve as Faculty Senate Secretary.

*The School of Business is going ahead and will use Academic Partnerships to help promote an online MBA program at UNCP.

*A Learning Management System Committee has been formed to study how to improve Blackboard as a course management software program. Some of the options on the table are to update Blackboard or use another program like Moodle, Canvas, or Bright Spot.

V.   Reports from Administrators

   A. Dr. Liz Normandy reporting in place of Dr. Scott Billingsley (Associate Vice Chancellor for Academic Affairs) stated that she is trying to get a report (on productivity levels) sent to SACS by the end of March 2017. She also said that UNCP is up for reaccreditation from SACS in 2020. Finally, a new quality enhancement program (or QEP) topic needs to be identified. At this point, further discussion ensued.

   B. Mr. Steven Arndt (Vice Chancellor for Finance and Administration)

       No report.

   C. Ms. Brittany Sandefur reported for Ms. Wendy Lowery (Vice Chancellor for Advancement) reported that the University is on track to get in/earn $3 million dollars in contributions by the end of the year. Also, the capital campaign is progressing. The Advancement Office is also examining strategic planning priorities for next year. Finally, on March 15, UNCP will host an Annual Day of Giving.

VI.   Reports from Subcommittees
   A. Dr. Bill Brandon (Chair, Faculty Development and Welfare Subcommittee)

       No report.

   B. Dr. Elizabeth Denny (Chair, Faculty Evaluation and Review Subcommittee) asked If anyone had any questions about the FERS report (given as Attachment B in the FIAC agenda) as to the decision to keep the paper portfolios instead of using electronic ones for the time being. Further discussion ensued, but the consensus was to support the FERS decision.

   C. Dr. Jessica Abbott (Chair, Health, Safety, and Environment Subcommittee) stated that the issue of skateboarding and mold in the Adolph Dial Humanities Building had come up as issues at the last meeting. It turns out that there is an official skateboarding policy in place, and a copy of this policy might be shared with FIAC at the next meeting. At their March meeting, the Subcommittee will also discuss train safety issues as they relate to the campus, faculty, and staff.

VII. Old Business

A. Guide for Administering Surveys at UNCP: Dr. Chunmei Yao, Director of the Office of Institutional Research, could not make the meeting, but Chair Peters will take questions from FIAC to Director Yao and report back to the FIAC members at the March 28 meeting.

VIII. New Business

B. Discussion of Library (role, support, holdings, etc.): Guest: Dr. Dennis Swanson, Dean of Libraries. Dean Swanson's report to FIAC can be summarized as follows:

- Dr. Swanson distributed a diagram which outlined the current Library budget situation.
- If nothing changes, the Library will only have $635,000 left to cover all of its expenses.
- In January 2017, the entire campus community received $800,000 for expenditures and the Library got approximately 16 % of that total.
- Essentially, the Library has no budget at present. If the current trend continues, Dr. Swanson would be operating/directing the Library at 44% of what was originally expected.
- Since 2012-13, the Library has been down three positions. Hence, due to limited staff, it was necessary to cut back the Library operating hours. It is impossible to hire any new personnel since there is a hiring freeze in place.
- In Spring 2016, there were only 10 student workers, but Dr. Swanson was able to add 5 students to that total for this year.
- Dr. Swanson has worked to restructure the Library and made an organizational chart based on tasks versus individuals. Job descriptions would have to be revised.
- Dr. Swanson also wanted to dispel any rumors that might be circulating around campus. Specifically, there is no intention of getting rid of juvenile books. However, using a Dewey Classification System for the juvenile books is not effective. These books will be reclassified under the Library of Congress call number system, and moved to a different part of the Library.
- Currently, the Library shelving is at 92% of capacity, and there are about 25,000-30,000 books that have been misclassified. For instance, books are being classified as Folio when they are really Oversize. Efforts are underway in the Library to alleviate this situation. However, no books have been removed from the library yet.
- Dr. Swanson stated that there are only 200 study spaces for students to use in the Library. In the short term, we need to create more study spaces. Different options are being explored.
- Dr. Swanson suggested that the physical Government Documents collection could be eliminated or reduced as many titles exist currently in electronic format.

At the conclusion of Dr. Swanson's report, an opportunity for questions and answers occurred. Dean Swanson indicated that faculty would be involved in any process of deselecting library materials.

IX.   Announcements

The next meeting will be held in University Center Room 213 at 3:30 p.m. on March 28, 2017.

X.   Adjournment

The meeting was adjourned at 5:00 p.m.

Respectfully submitted by:

Mr. David Young
Senator and Recording Secretary

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Appendix B

Guide for Administrating Surveys at UNCP

Authority: Provost and Vice Chancellor for Academic Affairs

History:
- First Issued: [September 1, 2016]

Additional References:
- UNC Pembroke Institutional Review Board
- Qualtrics: Additional Information

Contact Information: Director, Office of Institutional Research – 910.521.6295

1. PURPOSE

1.1 Campus-wide surveys target the members of students, faculty, staff, and alumni at UNCP. The routine surveys provide essential feedback ~~of~~ on ~~our~~ students' learning experiences, ~~quality of~~ academic supporting programs and services, and ~~work experience of our~~ faculty and staff work satisfaction. The results are reviewed by department chairs/deans, and central administrators and used for further improvement. Additionally, surveys are used in faculty research and for conducting preference polls and elections on campus.

1.2 The purpose of the survey policy is to provide guidelines and a central clearinghouse for campus-wide survey administration to help minimize ~~the occurrence of~~ survey fatigue, reduce oversampling of students and employees, increase survey response rates, and ~~finally~~ improve the quality of surveys.

2. SURVEY ADMINISTRATION

2.1 Campus-wide surveys usually target a class of students, faculty, staff and/or alumni. Some of these surveys are required by UNC General Administration (e.g., GA Graduating senior survey) and UNCP central administration (e.g., seniors' future plan); some are involved with national consortium/associations (e.g., National Survey of Student Engagement); others may be administered by individuals, committees, departments/programs, or schools/colleges.

2.2 Campus-wide surveys which are mandatory by UNC GA ~~system~~ or UNCP central administration should be ~~led~~ conducted by the Office of Institutional Research (OIR) for survey design, preparation, administration, analysis and report. The results can be used for improvement in institutional planning, programs and services, assessment, and the Quality Enhancement Plan (QEP) at UNCP.

2.3 Campus-wide surveys which target a ~~class~~ group of students, employees, or alumni should be approved in advance by OIR unless they meet one of the following **exceptions**:

2.3.a. A locally developed survey which targets a group of people who have used a given service or attended a specific program/event and for which the survey owner already has the contact information.

2.3.b. Surveys ~~are~~ conducted by faculty, staff or students as a part of their research/projects, or course assignments. The survey administrator ~~may~~ should contact the Institutional Review Board (IRB) for further approval if it is necessary. More information about the IRB can be found at http://www.uncp.edu/academics/research/institutional-review-board.

2.3.c. Surveys used for institutional elections.

2.3.D. Surveys administered by the Faculty Senate or Staff Council

3. SURVEY REVIEW AND APPROVAL

3.1 Survey review should focus on whether the survey design, description, questionnaires, and administrative procedure follow ~~the~~ sound practices. The review of survey requests may take up to two weeks once all materials are received. Materials ~~listed below~~ required include:

3.1.a. The purpose of the survey.

3.1.b. A description of the targeted population and sampling procedure.

3.1.c. A schedule for administration of the survey.

3.1.d. The survey questionnaires.

3.1.e. The contents of emails, including one invitation and three reminders, to be used.

3.2 If an anonymous survey is conducted, the survey administrator needs to clearly address the anonymous issue in the invitation letter; ~~meanwhile~~ also, personal information (e.g. name, ID, department/office and email address) should not be identified and tracked through the survey contents and procedure.

3.3 If a survey needs to collect personal information (e.g. ID, program/department), in the invitation letter, a confidential agreement should be addressed and the results should **not** be report~~s~~ed at the individual level.

4. SURVEY SOFTWARE

4.1 UNCP offers an online-survey tool for faculty, staff and students through Qualtrics (https://www.qualtrics.com). This software allows for creation, distribution, tracking, and summary of online surveys. It has the capability to build surveys with several question types (including single choice, multiple choice, yes/no, rating scales, skip logic, and open ended questions). The survey links are then emailed to targeted groups or placed on a website (e.g., student portal or student learning management system) for completion. Data are conveniently stored in spreadsheet/PDF format and reports are automatically generated.

4.2 Technical support and survey consultation are provided by the Qualtrics team and OIR staff. After approval by OIR, each individual should be able to create their own online surveys and administer the surveys themselves.

4.3 Other types of survey tools, such as Survey Monkey are allowed ~~to use~~ for campus-wide surveys. However, the survey consultation and technical support may not be available from OIR.

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Appendix C

Recommendation for a Learning Management System (LMS)
March 28, 2017

On January 8, 2017, Faculty Senate created the LMS Advisory Committee with the charge to explore various LMSs and to make a recommendation to either 1) stay with our current LMS (Blackboard) or 2) change to another. (Attachment A)

Committee members: Larry Arnold (faculty), Mitu Ashraf (faculty), Michael Baker (SGA representative), Debbie Lowery Bullard (ARC representative), Susan Cannata (faculty, Chair), Liz Cummings (DoIT), Wes Frazier (DoIT), Terry Locklear (Distance Education), Melissa Mann (faculty), June Power (Library), Jesse Rouse (faculty)

Procedure:

1. Committee compiled a list of required/desired features (Attachment B).

2. Committee discussed possible alternative LMSs and, based on peer institutions, market leaders, and niche players, chose to explore the following cloud-based LMSs:
    - Blackboard Ultra
    - Brightspace
    - Canvas

3. Associate VC and CIO Crouch provided the committee with projected costs information for the three LMSs (Attachment C).

4. Wes Frazier made arrangements with LMS companies to provide committee members with sandboxes for each LMS. This action gave members the opportunity to test each LMS (creating courses, copying courses from existing Blackboard courses, down/uploading files, composing syllabi, organizing, discussion forums, etc.)

5. After committee members had time to play in the sandboxes, Wes Frazier arranged to have representatives from each LMS present to the committee (live or virtually) a demonstration of their LMS features. Committee members also had the opportunity to ask questions during the demonstrations or to contact representatives privately throughout the course of our task.

Recommendation: Canvas

Rationale: 1) the current Blackboard system puts too much stress on UNCP's infrastructure; 2) in most areas, the features and functionality of Canvas fulfilled the committee's list of requirements.

Note: The majority of the committee voted for Canvas, but a minority indicated a preference for D2L; the committee as a whole agreed that both Canvas and D2L would be suitable.

Attachment A: Formal Charge
Attachment B: List of Required/Desired Features
Attachment C: Projected Costs Spreadsheet

Attachment A: Formal Charge

TO: **Learning Management System (LMS) Advisory Committee**
                      Susan Cannata, Chair

FROM: **Sara Simmons, Faculty Senate Chair**

DATE: **January 8, 2017**

RE: **Charge to LMS Advisory Committee**

The Faculty Senate Executive Committee asks the Learning Management System (LMS) Advisory Committee to submit, on or before March 31, 2017, a formal proposal to the Faculty and Institutional Affairs Committee (FIAC), for consideration at its April 25 meeting, regarding future directions for our learning management system (LMS), currently Blackboard. We anticipate that the committee will clearly outline UNCP's requirements for our LMS, research alternatives, and identify which LMS provides the tools to best meet UNCP's needs. We expect the committee's work to culminate in a recommendation of an LMS that will serve UNCP well for the foreseeable future.

The request to form this committee came jointly from members of the Executive Committee and CIO Nancy Crouch and as a result of recent issues related to the functionality of Blackboard for meeting the pedagogical goals of faculty and our learning expectations for students. Also, the Division of Information Technology (DoIT) reports that Blackboard support for DoIT is inadequate, and problems with general functionality, updates, and integration have required an unreasonable amount of time from DoIT staff.

At its April 25 meeting, FIAC will consider the advisory committee's recommendations and decide whether to take a formal proposal to the Faculty Senate for action at its last meeting of the academic year on May 3, 2017.

The Senate Executive Committee recognizes the expertise and perspective each of you will bring to this endeavor, and we deeply appreciate your service on this important advisory committee.

Attachment B: Required/Desired Features

Accessibility
- Ability to natively Export Assignments and or Tests into a portable document format.
- Accessibility friendly/compatible with accessibility software (e.g., JAWS)
- Semi-automated subtitling for videos
- Support for subtitled or captioned video.
- Compliance with the W3C Web Accessibility Guidelines

Collaboration
- Has all current core collaborative tools in our present LMS (Discussion Boards, Blogs, etc.)
- Collaboration tools for faculty to be used between courses or within a program.
- Libraries of digital objects can be easily shared between classes and with colleagues
- Collaboration Management

Course Content & Grading Specifics
- Intuitive Gradebook
- Some grading system/grade posting place.
- Ability for students to upload papers and teacher to grade and give feedback on papers.
- Can send out and post announcements that will be automatically emailed to students.
- Can create and use a rubric for grading.
- Indicates if an assignment has been handed in and needs grading.
- Easy to create and monitor discussion boards. Clumps together an individual student's attempts.
- Easy to copy and move content folders within the LMS system.
- Ability to post weekly modules and multiple folders and content within those folders.
- Ability to change due dates on the calendar, not individual files.
- Automatic archiving.
- Checklist that shows students their progress towards completion of modules.
- Better "broken link" checking. (So you know if external links no longer work.)
- Ability to get work and send emails after class is over.
- Ability to view more types of files and graphics.
- More sophisticated grading capabilities than currently in Blackboard.
- Would like something like Waypoint where you could see aggregated grades and where students were strong and weak.

External Tools
- Integrate/use One Drive
- Live 365 & Google Docs Integration/support
- Support links to 3rd party portals & LTI (Pearson, McGraw-Hill Connect, WileyPlus, etc.)
- WebEx integration

- Voice chat system (similar to Collaborate)
- Links to "Turnitin.com" plagiarism software system.

Reporting
- Institution/Program/Course Wide Analytics
- Administrative reporting
- Course auditing tools. (Both for faculty, and for legal holds, or grade contesting scenarios.)

Specific Course Tools
- Portfolio capability (for both in class and personal) - Should be able to export info for graduation and serve as a tool for the faculty evaluation process

Technical "Under the Hood"
- "Pluginless" wherever possible (Can be run without Flash/QuickTime/Java/etc).
- Self-Contained (Relies as little on outside third party services as possible. Reliance on outside services like Crocodoc, create multiple points of failure.)
- HTML compliant supports all modern browsers.
- Compliance with the W3C Web Accessibility Guidelines (screen readers/other assistive technologies.)
- Support for HTML5 media tags in pages/textboxes (standards compliant in general)
- Compatibility with different systems/browsers
- Authentication and Security

User Interface
- Mobile Apps for faculty and student use
- Intuitive Gradebook
- A consistent paradigm for student engagement and notification.
- Modern Intuitive User Interface
- User-friendly
- Drag and drop file uploads
- Allows for multiple forms of entry for assignments/tests (charts, graphs, etc.)
- Draw/Markup capabilities for images/docs
- Instructor control over interface decisions for class organization (not template driven)
- Customizable interface
- Adaptive Design – Can be used on a phone or tablet browser without an app.
- Ability for students to check LMS from an app or via smartphone.

Video & Media
- Youtube Integration
- Semi-automated subtitling for videos
- Consistent handling of media file types (for example can be embedded in questions and answers of all test, quizzes, etc.)

- Support for subtitled or captioned video.
- Support for HTML5 media tags in pages/textboxes (standards compliant in general)
- Can upload files of various types
- Can post videos and links to YouTube.
- Can record class lectures right on learning system.
- Ability to draw diagrams and write equations.

Misc

- Faculty managed enrollment changes.
- Extensive Documentation / Training / Tutorial Resources
- The ability or support for faculty to switch not only views but roles as well.
- Stability (BlackBoard has been noted to go down or have long load times)
- Import Blackboard courses - singular or by a batch process
- Adaptive release for content
- It is easy to copy the course to new course section in different year/section
- Includes Course Evaluation tools

Attachment C: Projected Costs Spreadsheet

Vendor	State Contract	Initial Set Up Costs	FY 17 - 18	FY 18 - 19	FY 19 - 20	Comments
BlackBoard	Yes	TBD	$167,180.15	$172,195.55	$177,361.42	3% annual increase. License cost based on 4001 - 8000 FTE. Costs do not include training for DoIT staff and faculty/student end user training.
Canvas	Yes	$46,500.00	$108,052.14	$111,293.70	$114,632.52	3% annual increase. License costs based on 5505 FTE. Costs do not include training for DoIT staff and faculty/student end user training.
D2L - Brightspace	No	$55,500.00	$109,200.00	$114,660.00	$120,393.00	5% annual increase. License costs based on 6500 FTE. D2L initial costs include $7,500 for hands-on Instructor Training (12) for two days and Admin. Training (8) for one day.

All pricing is non-negotiated
Projections do not include cost to maintain Blackboard environment while transitioning
Projections do not include additional tools that may be needed to replace Blackboard features such as Safe Assign and Collaborate. Some university tools (e.g, WebEx) may be used to replace some of these features

Appendix D

Bravebook Midyear Report

#BraveNation:

The following mid-year report on the BraveBook highlights three key accomplishments for each project plan. You will also find lessons learned and/or challenges as indicated by project leaders.

Defining Objective A: Revise & enhance the university's enrollment strategy

Recruitment strategies:
Implemented nearly all changes in recruitment strategies.
Identified recruiters and partners for various offices on campus (IP, Honors, AI, Transfer.)
Made some necessary leadership changes.
LESSONS LEARNED: Need to identify a recruiter for Graduate School.

Admissions standards:
Updated Admissions grid.
LESSONS LEARNED: Need additional clarity on objectives.

Enrollment structures:
Search for AVC for enrollment almost complete.
Manager assimilation conducted with two enrollment offices.
Ongoing team-building, training, and assessment ongoing.

LESSONS LEARNED: Need to hire an Admissions Director.

Defining Objective B: Assess and improve the student support experience

Center for Student Success:
Established leadership team.
Implemented key technology and systems.
Revamped programming including new student orientation, freshman seminar and welcome week.
Working on overhaul of marketing (website and print materials.)
LESSONS LEARNED: Available funding presents unique operational challenges to address, need to be flexible in approach.

Student Health Services building:
Finalized dates for building final inspection, move-in, and open house.
Three donors identified for the building with naming rights.
All goals to date have been accomplished including marketing, purchasing, packing, IT and ordering furniture.
LESSONS LEARNED: Unanticipated construction challenges used contingency and adjustments to timeline.

Career Center:
Career Center is now fully staffed.
New events have been launched including pop-up stations and events in collaboration with Advancement.
Reciprocal agreements in place with UNC system schools for UNCP students to attend other system career fairs.
LESSONS LEARNED: Dress for success program rescheduled due to resource and timing.

Student service-learning expansion:
Record number of service learning courses for 2016-17.
Added 14 new community partners to UNCP Serve.
Hosted largest ever days of service (9/11 and MLK Day.)
LESSONS LEARNED: Additional conversation is necessary to adjust policy so Service-learning can be a university-sanctioned event.

Defining Objective C: Expand training & development for faculty and staff

Teaching and Learning Center:
New programs developed to support faculty engagement and professional development.

Updated teaching enhancement awards.
Identified more central location for the TLC.
LESSONS LEARNED: Ongoing support for TLC throughout summer.

Professional development and training:
Developed and launched professional development catalog.
Created and updated training and development website.
Facilitated and trained more than 100 managers and supervisors for new onboarding.
LESSONS LEARNED: Automation of systems and training to optimize available resources.

Employee onboarding:
Successful launch of new onboarding program for all new employees.
PeopleAdmin onboard module fully implemented.
Account provisioning project has been completed.
LESSONS LEARNED: Spring onboarding pilot for new faculty did not occur as planned, will adjust scheduling.

Defining Objective D: Improve the accuracy and use of information for decision making

Budget Management Process:
Report created to monitor tuition charges.
Report created to project year-end carryforward.
Report created to project FY18 tuition receipts based on enrollment growth funding model.
LESSONS LEARNED: Need to increase communication with campus about budgeting and allocation methods to ensure complete understanding of process.

Academic planning:
Committee convened to plan for new Master's in Health Administration.
Work underway to formally request establishment of MHA program.
Low productivity programs identified and informed.
LESSONS LEARNED: Reluctance of some departments with low producing programs to consolidate and discontinue a program.

Facility management decisions process:
Prepared and submitted 6-year appropriated and non-appropriated capital projects plan.

Prepared and submitted 6-year repair and renovations plan.
Initiated design process for new School of Business.
Monitoring progress on Student Health Services Building and DOT-Prospect Road project.
LESSONS LEARNED: Planning and preparation for 6-year plans needs to start at least six months prior to report due date for maximum efficiency.

Sustainable funding model for student services:
Completed philosophical discussion and budget impact review with campus recreation and athletics regarding immediate facility needs.
Accessed fee funding model for campus recreation regarding current programming opportunities and scalability of services based on enrollment growth/decline.
Completed major reoccurring budget transitions within Athletics department.
LESSONS LEARNED: Campus recreation facility needs for enhanced programming would be significant.

Policy and regulation review:
PRs identified by division designees.
To date, 16 PRs have been submitted to Office of General Counsel for legal sufficiency review.
LESSONS LEARNED: Resources available impacting ability of office to meet project deadlines and objectives.

SACs accreditation activities:
All departments have submitted drafts of revised assessment reports.
Feedback has been provided to all department assessments report drafts.
Some departments have completed final assessment reports.
LESSONS LEARNED: Some reports not received by deadline will delay review process.

<u>Defining Objective E: Expand the university's visibility & partnerships</u>

Capital campaign:
Completion of organizational assessment and capacity analysis by campaign consultants.
Progressively working toward acquisition of new CRM software.
Private dollars raised this year surpassed historical amounts to date.
LESSONS LEARNED: Intentionally held back launch of feasibility study by one month will delay receiving results slightly.

University brand impact:

Baseline metrics and reporting established to measure reach and effectiveness.
Implemented project request/ tracking system and process for asset review.
Launch of marketing tools including virtual tour experience, strategic advertising campaign, and redesigned admissions collateral material.
LESSONS LEARNED: Policies took longer than anticipated to vet and review, delayed anticipated completion targets.