ACADEMIC SENATE MEETING MINUTES
May 14, 2018
11:45 AM – 1:00 PM
4th Floor Conference Room, LRC

CHAIR: Joshua Cameron
VICE CHAIR: Malika Kachani

SENATORS: Keith Boyer, Beth Boynton, Casey Chaney, Donna Emanuele, Ed Goering, Eric Gupta, Rod Hicks, Shalechia Hunt, Pen-Jen Lin, Kabir Lutfy, Valerie Quan, Beatrice Saviola, Steven Standley, Jacqueline Truong, Irina Vukmanovic Nosrat

ABSENT: Pat Callard, Malika Kachani, Craig Kuehn
SECRETARY: Alyssa Rodriguez

Topic	Proposed Discussion	Actions
REPORTS	• **Academic Standards & Policy** – Held the Curriculum Committee Chairs meeting last month on April 25. Very engaged discussion and informative. Looking at the possibility for further discussion for a University level curriculum committee or a sub committee of some form. Will be having a secondary follow up meeting in October. The committee will be reviewing the MSMS program when the review is finished. • **Academic Support Services and Planning** – The committee met on April 24 and invited Dr. Deoghare, the chair of the Research Committee. Also trying to formalize lines of communication by putting the committees minutes so that they are easily accessible to Faculty as well as ways to get better input from Faculty regarding the support services. Dr. Keith Boyer is the newest member of the committee, taking over Dr. Venugopal's remaining term. • **University Faculty Affairs** – The committee is working on the College Faculty Guidelines, four of the nine colleges have submitted their documents. There is a meeting scheduled on May 21 for a cursory review for alignment between the University and College. Next year, the committee will be taking on the challenge of creating a model template and ask the colleges to use them. The Provost has approved putting together a task force to look at the issues surrounding the Faculty Evaluations and the process. • **Ops Council** – In regards to the vacant adjunct parking spots, there are legal restrictions on how we cannot charge for parking underneath the solar panels. They are open to removing the adjunct spots in the parking structure. Ops council approved looking into more details about having an Ombudsmen office here on Campus. Received a lot of support from Human Resources and Legal on exploring the opportunity to mitigate some of the interpersonal relation issues on campus. Will try and discuss it with the Deans Council at that next meeting.	
1. **Call to Order**	Meeting was called to order at 12:06pm by the Chair, Joshua Cameron	
2. **Approval of minutes of previous meeting 4-9-2018**		**Dr. Truong motioned to approve the minutes as written, Dr. Lutfy seconded, all were in favor.**
3. **Announcements**	• **AAUP Summer Institute** – The institute has been scheduled for Thursday, July 19 – Sunday, July 22 at the University of New Hampshire. The Provosts office will support one senator and one faculty member to attend.	

	• **Faculty Awards** – The deadline to submit Faculty Award Nominations is today, May 14th. • **Board of Trustees** – Academic Affairs Committee of the Board will be meeting on May 17th. The full Board of Trustees will be meeting on June 2 in Lebanon, Or.	

4. President Dan Wilson –
 Strategic Plan
	President Wilson presented his Achieving Aspirations Strategic Plan to the Senators. The Strategic Planning Process consisted of;
	
	 1. Presidents Organizational Assessment
	 2. Dr. Stewart – Future of Higher Education, Dr. Webb – Future of Health Care
	 3. President Posits new Strategic Pillars and Priorities for Iteration
	 4. Leadership Conclave, Strategic Pillars Ideation, Research Conclave
	 5. Strategic Task Force and Mission Critical Strategic Deployments, Reviews and Board Approval
	
	 There are three phases of the Strategic Horizons. Currently, we are in Phase I "Now", Development and Deployment (one – three year horizon). Phase II "Soon" Explorations and Gap Analyses (three – six year horizon). Phase III "What If?" Long-range Opportunity Horizon (six – twelve year horizon)
	
	 Strategic deployments for Wave I (2017 – 2019) Includes -
	 • Innovation Leadership - The WesternU Center for Innovation launched, and is building comprehensive resources to ensure well-defined Intellectual Property, Technology Transfer, Innovation, and Entrepreneurship that monetize innovations. Students and faculty have new resources to innovate education, curricula, and technology. The Center has helped in all mission-critical strategic deployments, subsumed the WesternU Ventures Strategic Initiative, and already achieved:
	    o Completed audit and restructuring Technology Transfer & Intellectual Property practices
	    o Developed a comprehensive online resource for faculty, students, staff, and alumni to submit innovations for assessment and sponsorship at the Center
	    o Launched Startup Lab as an entrepreneurial hub
	    o Completed innovation roadmap with revenue strategy
	    o Developing a lecture series, online innovation certification, graduate education, innovation assessment, and deployment
	    o Built Innovation Center office space and on-boarding team
	
	 • Technology Optimization - Completed a comprehensive Information Technology Assessment, with critical recommendations to improve data security, leadership, project efficiency and financial stewardship. Detailed recommendations will result in:
	    o Formal Data Security Strategy and prompt resolution of lingering issues
	    o A comprehensive Information Technology (IT) Strategic Plan
	    o Project Management (PM) Best Practices
	    o Major improvements in Financial Stewardship and "Waste Out"
	    o Significant improvements in Internal Customer Value and Service
		Dr. Hicks makes the motion to endorse the Achieving Aspirations, Dr. Standley seconded, all were in favor.

- Digital Transformation - A digital audit across the competitive landscape and key search terms is done, reveals significant opportunities to improve our digital footprint while managing our brand and reputation. Correspondingly, we are building out a digital Shared Service to strengthen branding, messaging and reputation monitoring. Also, we will significantly improve all aspects of digital best practices including:
  - Comprehensive college-specific digital audits as a foundation for our updated digital strategy to be best in class
  - Major optimization of Search Engine Marketing (SEM/SEO) Content Marketing, Conversion, Search Analytics, and Pay-per-click (PPC)
  - Eliminate unauthorized and brand damaging social and digital content
  - Resolve hundreds of links and other digital structure problems

- Organizational Excellence - In order to enjoy our next wave of growth, it is critical we develop real-time management systems that drive operational excellence and student experience. This deployment aims to fill managerial process gaps quickly to manage waste, inefficiencies, compliance and innovation. This deployment will provide:
  - Project Management Office to improve efficiency and significantly reduce waste
  - Shared Service implementation for efficiencies through centralized mission-critical areas such as branding, digital communication, reputation management, and internal management consulting
  - Key Performance Indicator (KPI) measurement systems that will significantly improve enterprise efficiency and financial stewardship
  - Connection new Managerial Models to Executive Development deployments

- Executive Development - Management Boot Camp (50-100 faculty and staff)
  - Human Experience Design (HED)
  - Enterprise Innovation- Practice and Principles
  - Financial Management- Budgeting Best Practices
  - Financial Stewardship- Identifying and Eliminating waste
  - Quadrant Leadership Management
  - Six Sigma Greenbelt Training
  - Establishing and Managing Key Performance Indicators (KPI)
  - Shared Services and Project Management Office (PMO)

While Wave II (2018 – 2020) Includes –
- Financial Stewardship – Both higher education and the healthcare ecosystem are amid massive change. This drives an urgent need for higher levels of organizational efficiencies and financial stewardship. Thus, most healthcare systems and many universities now leverage Six Sigma principles and improved financial controls. Our financial stewardship strategic deployment will provide:
  - Key leadership Green Belt Six Sigma training
  - Implementation of waste out methods and systems

- o New budgetary processes and budgetary forensics
- o Internal branding and waste-out with college and departmental deployments
- o Significant improvements in waste and management reporting

- Student Experience Design – In an era of consumerization, design thinking is gaining attention in higher education to solve complex problems with insights from those who will most benefit from its results. Experience includes all points of contact a student has with a school, staff, services, curricula, and policies —whether residential or online. This strategic deployment will provide:
  - o An overview of the rising power of student "voice and choice".
  - o An introduction to principles of design thinking
    - That grasp students and their challenges at a human level, not mere statistics
    - Core concepts of immersion, empathy, and iteration to inform design maps
    - How learning experience design can enhance both curriculum development and emerging technologies that help faculty tailor content to student behaviors and preferences

- Online Learning – All things digital are rapidly disrupting higher education and healthcare. WesternU, a pioneer in online education, must rapidly up our game and provide novel degrees and other educational programs leveraging the internet and new instructional technologies. The University is well poised to soon offer new health science qualifications via online and hybrid modalities. Possible degrees or certifications in:
  - o Health Innovation
  - o Social Work, Education, Public Health, Research Management, Health Analytics
  - o Added qualifications for International colleagues.

WesternU Strategy *Exploring Opportunities*
- Strategic Planning - Strategic & Environmental assessments, develop updated strategic plan, strategic task force deployments.
- Strategic Deployments - Urgent implementation of managerial best practices, improve efficiency and financial stewardship … even before formal Strategic Plan is complete.
- New Degrees - Creating diversified revenue streams through new and innovative degree programs and online learning.
- Culture of Philanthropy - Align with Benefactors who can help us achieve world-class student experiences in remarkable learning environments/ Culture of Quality - Maximize organizational excellence in stewardship of resources and outcomes.
- Partnerships - Build thriving links with universities, health systems, community organizations, corporations and innovators.
- Oregon - Maximize opportunities for growth and new revenue streams through additional colleges, new programs, partnerships and innovation.
- New Campus (ES) - Expand to produce more humanistic health professionals educated *'The WesternU Way'*.
- International - Explore opportunities in global health education and embrace diverse cultures.

	WesternU *2017 Successes*
	• Broadly engaged renewed University Strategic Planning for 2018-2023
	• Launched and building out the Center for Innovation
	• Developed a results-driven Strategic Task Force with Regular Progress Reports
	• Rapidly created and implemented Mission-critical Strategic Deployments
	• Multiple departmental Audits to identify opportunities to redirect resources via Waste-out and drive Enterprise Excellence
	• Updated Assessments and plans for key departments, notably Online Learning, Technology Transfer, Information Technology, and Innovation
	• Developing Dashboards for Operational Excellence and Executive Reporting
	• Establishing an Executive Development Initiative to support strategic success
	
	WesternU *Next Steps*
	• Finalize and implement formal2018-2023 Strategic Plan "Achieving Aspirations"
	     Board SP Committee, Faculty Senate, Dean's Council Board Approval
	• Create Subsidiary Strategic Plans by College, Operational Units and Three Mission Areas
	• Institutionalize Enterprise Strategy Group to succeed Strategic Task Force
	     Regular Reports to Board, Senate & University
	     Executive Dashboards for Deans & Directors
	• Implement and sustain 2018 Mission-critical Strategic Deployments
	     IT, Digital, Innovation, Executive Development, Organizational Excellence
	• Identify and formulate 2019Mission-critical Strategic Deployments
	     Student Experience, Online Learning, Financial Stewardship, and Revenue Growth
	• Expand Center for Innovation and host a nationally prominent Disruption Expo
	
	Begin to assess mission & business case of Big Opportunities on our Strategic Horizons	

6i. University Elections	Faculty Elections are due this Friday, May 18th. There are quite of bit of vacancies still left open ranging from the Library Committee to the Grievance Committee.	
7. Next Meeting	**June 11, 2018** **Academic Assembly meeting: November, 2018**	
8. Adjournment	The meeting was adjourned at 12:58pm.	