

Support Unit Review Strategic Implementation Agreement-v3-20180406

The primary goal of the Support Unit Review (SUR) process is to provide a mechanism to ensure improvement of support units on a continuous basis. This form has been designed to support the primary goal of the SUR process by containing a set of recommendations that were developed by the VP of the division in which the unit being reviewed resides. The recommendations need to take into account the results of the support unit review and input from both the head of the unit reviewed and the VP/President to which the unit head reports. The expectation is that the Recommendations, Proposed Actions and Expected Results will reflect a detailed discussion of the review in a meeting between the VP/President, the head of the unit reviewed and other appropriate parties.

The form is to be completed by the Vice President of the division in which the unit reviewed resides or the vice president's designee.

A copy of the implementation agreement should be held in the vice president's office and in the original file containing documentation of the review. Implementation documentation should be in a form that can be reviewed prior to the next support unit review.

Date and time of the review discussion meeting: February 26, 2018

Review discussion meeting attendees: Mia Brudnicki, Cheryl Sweeten, Shawna Young, Kimberly Greer, Erin Littlepage, Amy Worrell, Elizabeth Zafra, Marie Hirschhorn, Amanda Theis

Recommendations, Proposed Actions and Expected Results:



Recommendations	Proposed Actions	Expected Results
Decision-making within the Office: Include people earlier in the process and include the subject area expert/leadership roles early and often, remembering to close the feedback loop	During Fall 2017, we began implementing weekly 30-minute standing meetings and monthly meetings in the office to improve communication across the team	Improve communication within the Office of the Provost; all members of the team are engaged in meaningful work and feel valued for their role.
Cross-training	Continue to support cross training efforts among all staff and administrators.	Establish back-up staffing in areas of critical function; Overlap established in critical areas such as curriculum management, graduation initiative, WASC, assessment

Budget Allocation and Transparency	A. Create a budget dashboard to be provided on the office website; B. Senior Budget Analyst should prioritize training and information sharing with college analysts and Deans to ensure transparent budget practices.	Improved trust in the budget process in AA; communicate alignment between budget and strategic plan; seek feedback from the campus community.
Staffing	A: Empower staff by giving them decision-making abilities; B: Continue to support professional development opportunities; C: Because our staffing levels are quite thin, we need to provide targeted cross-training; D: Request job audits for subject matter experts to assure positions are accurately classified;	Increased educational attainment; participation in conferences; scholarly publications and presentations; grant attainment; technical leadership and other trainings
Prioritize initiatives, projects, workload	A: Create workload tracking/planning application for PAC and Office of the Provost; B: Assign project leads so that roles, responsibilities and timelines are clearly communicated; C: Strive to provide clarity and link work with strategic plan implementation plan.	A: better coordination of the work plan; B: Clarity of work at specific academic timelines;
Add another AVP	As was noted in the external review, staffing in the office is quite lean. It was recommended that if the budget allowed, we should consider creating another AVP to benefit Deans and Graduate Studies	More manageable workloads, which lead to great effectiveness and efficiency

Commitment to a thorough and transparent program review process	Post and disseminate this information in an easily accessible format.	Maintain Campus Labs, the online accountability management system used for program reviews; continued solicitation of feedback from faculty, staff, and administrators to assure continuous improvement.
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See Appendix 1 for additional implementation plan information.

The following individuals have reviewed the recommendation, proposed actions and expected results.

	Signature	Date
Division Vice President	 _____	3/31/2018 _____
President	 _____	3/31/2018 _____

Appendix 1

SUR Strategic Implementation Plan:

The Support Unit Review (self-study and external review) also provided the Office of the Provost with many useful suggestions for how we can continuously improve. We are going to use the table below to identify the goals/improvements as well as the strategies that will be used to accomplish the goals along with responsible persons and deadlines.

Recommendations/ Objectives	Strategies (In progress/Future)	Person Responsible	Timeline	Outcome
Decision-making within the Office: Include people earlier in the process and include the subject area expert/leadership roles early and often, remembering to close the feedback loop;	A: During Fall 2017, we began implementing weekly 30-minute standing meetings and monthly meetings in the office to improve communication across the team	All team	Fall 2017; ongoing assessment	Improve communication within the Office of the Provost; all members of the team are engaged in meaningful work and feel valued for their role.
Cross-training	Continue to support cross training efforts among all staff and administrators. Create liaisons across campus to broaden information and training network.	All	Ongoing	Establish back-up staffing in areas of critical function; Overlap established in critical areas such as curriculum management, graduation initiative, WASC, assessment
Budget Allocation and Transparency	A. Create a budget dashboard to be provided on the office website; B. Senior Budget Analyst should prioritize training and information sharing with college analysts and Deans to ensure transparent budget practices.	Provost Senior Budget Analyst; assistance from Business & Finance; Academic Operations Specialist	Fall 2018 (in process of hiring new SBA)	Improved trust in the budget process in AA; communicate alignment between budget and strategic plan; seek feedback from the campus community.
Staffing	A: Empower staff by giving them decision-making abilities; B: Continue to support professional development opportunities; C: Because our staffing levels are quite thin, we need to provide targeted cross-training; D: Request job audits for subject matter experts to assure positions are accurately classified;	Provost Associate Vice President for Academic Affairs Academic Operations Specialist; Analysts	Spring 2018; ongoing assessment and refinement	Increased educational attainment; participation in conferences; scholarly publications and presentations; grant attainment; technical leadership and other trainings

Prioritize initiatives, projects, workload	A: Create workload tracking/planning application for PAC and Office of the Provost; B: Assign project leads so that roles, responsibilities and timelines are clearly communicated; C: Strive to provide clarity and link work with strategic plan implementation plan.	Provost AVP for AA Academic Operations Specialist	Ongoing; Fall 2018	A: better coordination of the work plan; B: Clarity of work at specific academic timelines;
Add another AVP	As was noted in the external review, staffing in the office is quite lean. It was recommended that if the budget allowed, we should consider creating another AVP to benefit Deans and Graduate Studies	Provost	Given a tight budget reality, these recommendation will have to wait for the foreseeable future	More manageable workloads, which lead to great effectiveness and efficiency
Commitment to a thorough and transparent program review process	Post and disseminate this information in an easily accessible format.	AVP of AA; Assessment Specialist; Faculty Fellow for Assessment	Spring 2018; ongoing	Maintain Campus Labs, the online accountability management system used for program reviews; continued solicitation of feedback from faculty, staff, and administrators to assure continuous improvement.
Four Service Goals				
Strengthen and promote partnership across the university and throughout the region;	Communicate current and new partnerships more regularly to the campus community;	Provost	Ongoing	
Collaborate with campus constituencies to facilitate business processes and practice in support of the strategic priorities of the university and the CSU system;	Work to improve business processes/practices (e.g., SCA)	All	Ongoing	Curriculum implementation; Special Consultant Agreement process improvement; electronic catalog review process
Improve timely and effective communication related to new and ongoing projects and initiatives;	A; Increase communication with campus community (e.g., open forums 2X year) B: Use Office of Provost website to provide updates) C: Budget transparency – posted on website	Provost AOS Analysts Senior Budget Analyst	A: Fall 2017 B: Spring 2018 C: Fall 2018	
Increase opportunities for feedback from the campus constituencies as we strive for continuous improvement.	A: Conversations with... 2X semester; DCD B: Analyst Office Hours;	Analysts, Provost, AOS, SUR Team	A: Spring 2018 B: Began Fall 2017	

	C: Campus Survey – best practices – do another survey in three years.		C: Spring 2020	
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Thematic Goals:

Our review of all feedback from the SUR process, leads us to believe that our thematic goals for the next five years are ones that will help us improve our effectiveness and efficiency: communication, budget transparency, and effective prioritization.

We found value in the Support Unit Review process. The impact for us was immediate – like mid-term course evaluations, this review allowed us to start course correcting immediately and provided many opportunities for meaningful conversations about how we can improve the quality of our work and build healthy, productive professional relationships. At the end of this process, our collective commitment to serving the Stan State campus community has only grown deeper.