

# DIVISIONAL UNITS BRIEFING REPORT

*Requested Standard Format*

**Division Name: XXXXXXXX**

**Section 1: Leadership Overview – Please provide:**

1. CVs for all listed below

Insert Head Shot	Divisional Lead Name:  Preferred to be called by:  How Long in Position:  How Long at University:  Why did you come to the University?
Cells below are for your senior leaders (no more than 5)	
Insert Head Shot	Name:  Title & Responsibilities:
Insert Head Shot	Name:  Title & Responsibilities:
Insert Head Shot	Name:  Title & Responsibilities:
Insert Head Shot	Name:  Title & Responsibilities:
Insert Head Shot	Name:  Title & Responsibilities:

## Section 2: Divisional Overview

1. Please provide your primary responsibilities and which do you set as priorities (why). Would you change any of your responsibilities if given the opportunity? Why? How would it make WSU more effective and responsive?
2. What is the mission of the Division and affiliated units?
  - a. Would you modify / change it and if yes, how would it benefit our students, region and the institution?
3. What are the weaknesses and/or needs of the Division and how can the new President help you and your team to overcome these issues?
4. What are the strengths of your Division?
5. What are the weaknesses and strengths of the Presidents Executive Council? What suggestions do you have for improved teamwork, communication and effectiveness?
6. How many FTEs in your Division by major unit for each of the last 3-years?
7. Please provide an Organizational Chart(s):
  - a. Would you modify it and if so why?
8. Please provide most recent annual report-if none exists please note.
9. Please provide current Strategic Plan for your Division
  - a. Provide a report and supporting data on the status in meeting the goals / metrics identified in the Strategic Plan. If not met, why and how can the President assist you? If none exists, please note.
10. Provide current fiscal year budget for the division
  - a. Do you have any concerns with the current budget? If so, what are they?
11. How are your divisional facilities? How can they be improved, at what estimated costs and what benefits would each specific suggestion provide?

## Section 3: Input and Suggestions

Engaging your team, please provide your written input on the following:

1. Could we do a better job of engaging with the region, how should we improve (including the President)?
  - a. What are the current gaps?
2. What are your suggestions for increasing enrollment?
  - a. Is there an optimal enrollment number (undergraduate and graduate) and by what year?
3. What are your recommendations for further improving the financial health of the university?

4. Would you change the marketing or branding of the university? How (including to different audiences) and why? What improved outcomes could we anticipate ie. enrollment, funding, relations etc.
5. How can we improve the student experience?
  - a. In addition, what additional actions do you suggest that we take to increase 4-year and 6-year graduation rates?
  - b. Address safety, diversity and inclusiveness.
6. How can we improve the staff experience across the university?
  - a. This includes activities to improve 1<sup>st</sup> year retention. I am interested in starting a number of programs for example please look this over and identify how we can make this work starting next fall and what other programs can we create? This must include additional programs that are peer-to-peer, support programs and extracurricular programs.
  - b. <https://blogs.elon.edu/admissions/college-coffee-one-of-elons-beloved-traditions/>
7. How many students did your division employ last academic year?
  - a. What percent were on federal work study?
  - b. Please develop ideas for us to discuss on ways to secure external funding to support students and applied learning experiences in your division or with divisional partners.

### **DIVISION – INSTITUTIONAL METRICS**

Every institution has a plethora of data, dashboards and reports. Sometimes we can get buried in the weeds. Please provide up to 10 metrics that are the most important for your division and ultimately for our institution in the next 2-5 years. These would be fiscal year goals that can be tracked on a monthly and/or semester basis for the current reporting period against end of the year goals.

I would like for you to focus on high impact metrics and I not worry about listing the supporting metrics and data that lead to the high impact metrics. We will jointly discuss and finalize when we have our individual and leadership team meetings.

This is only an initial draft and I won't hold you to these initial metrics. But they will be a good start for discussions.

Additionally, I would appreciate if you suggest 10 other "institutional" metrics that are separate from your divisional-based metrics. Feel free to think outside of the box. Thank you for your deliberate considerations.

# **ADDITIONAL DOCUMENTS REQUESTED**

## PROVOST

1. Current Vacancies in division not including academic units
2. Enrollment
  - a. Strategic plans and supporting documents and reports on historic enrollment that identify hurdles and opportunities
  - b. Activities that the President has undertaken in the past to support enrollment and recommendations moving forward
  - c. Reports on our partnerships with community colleges
  - d. Reports on where students who were accepted at WSU but did not enroll for the last 3-years
    - i. Geospatial data of where they live and the university they selected over WSU
  - e. Geospatial data of our targets/greatest opportunities for enrollment and rationale
3. Advising
  - a. Any prior reports developed and any new plans on academic advising
  - b. Organizational chart, roster and responsibilities for all advisors
  - c. Specific programs for tracking and working with juniors/seniors ready to graduate
4. Academic Programs
  - a. Copy of the 2016 EAB Burning Glass Labor report ie New and Existing program opportunities for WSU
  - b. Any follow up documents regarding WSU evaluations for discontinuing or starting academic programs
5. Productivity
  - a. Reports on increasing first year retention rates include data for last 5-years including demographic data of students
  - b. Reports on increasing 4 and 6-year graduation rates include data for each year of the last 5-years and include demographic data of students and programs of study
  - c. Report on low productivity units and current status
6. Peers
  - a. Provide a report on the history of the selection process of institutional peers.
7. **During one of my next trips back to WSU I would be appreciative if you could arrange for at least a 1.5 hour working lunch meeting of you, me and the student recruitment/admissions/financial aid team.**
8. Have we worked with the faculty senate to create a required Financial Literacy course for all undergraduates? Even if a seminar? If not, what would be required at WSU to make it happen?
9. Similarly, have developed a required diversity and inclusion curriculum. I would like to see us if not in place, create a Diversity Requirements for all students. 6 semester hours 3 in domestic diversity and 3 in global diversity AND EVERY College has a diversity Liaison.

10. I know we have the Tilford Diversity Certificate, which I would like to build on. Students participate in at least 20 hrs. of approved programs per semester that introduce Shockers to the diverse cultures that comprise WSU. Senior year take on a project incorporates Diversity and Inclusion with faculty coordinator.
  - a. Earn a Diversity & Inclusion Fellow designation and certificate at graduation (show employers) as well as special cords at graduation and recognition in the program.

## FINANCE & ADMINISTRATION

1. Provide information on financial standing, process & timelines, and recent trends
2. Current Vacancies for the Division and for all units on campus-separate by faculty and staff
3. Strategic and Business Plans
  - a. Current status (master plan, construction, leases, P&L, etc)
  - b. Revenue flows
4. Current Budget and budgets for last 2 years
5. Provide a narrative of our budgeting process. Timelines, who is involved and how decisions are made.
6. Most recent audited financial report
7. Listing of all state financial reports we need to provide, to whom and when
8. What is our current budgeting model (ie. incremental, RCM etc?) Have we evaluated and documented evaluations of altering the budget model?
9. Data on all R&R needs
  - a. Priority locations and why
  - b. Funds that can be used on R&R
  - c. Average expenditures per year on R&R
10. Most recent Moody's rating report
11. What is the process for units to hire new employees?
  - a. Do we have criticality reports and if so, provide a template?
  - b. What is the authorization / approval process?
12. Most recent main campus master plan and any narrative on our progress and priorities
  - a. What firm are we using for master planning and point of contact with email please.
13. Annual Fire and Safety report
14. Data on average time to hire full time employees (grant and non-grant)
15. Data on average time to process purchasing requests on grants
16. What is the current status on parking availability for students, staff, faculty and visitors?
  - a. Do we have enough spaces during peak times?
  - b. Are we looking at constructing parking garages?
  - c. Have we explored public-private parking options on campus?
17. Provide a listing of all institutional consulting contracts currently in place including costs, user and length i.e. EAB etc.
18. List any vendor contracts coming up for renewal or bid?

## WSU TECH

1. Provide information on financial standing, process & timelines, and recent trends
2. Current Vacancies for the Campus and for all units on campus-separate by faculty and staff
3. Strategic and Business Plan for WSU Tech
  - a. Current status (master plan, construction, leases, P&L, etc)
  - b. Revenue flows
4. Current Budget and budgets for last 2 years
5. Provide a narrative of our budgeting process. Timelines, who is involved and how decisions are made.
6. Data on all R&R needs
  - a. Priority locations and why
  - b. Funds that can be used on R&R
  - c. Average expenditures per year on R&R
7. What is the process for units to hire new employees?
  - a. Do we have criticality reports and if so, provide a template?
  - b. What is the authorization / approval process?
8. Most recent WSU Tech campus master plan and any narrative on our progress and priorities
  - a. What firm are we using for master planning and point of contact with email please.
9. Annual Fire and Safety report
10. Data on average time to hire full time employees (grant and non-grant)
11. Data on average time to process purchasing requests on grants
12. What is the current status on parking availability for students, staff, faculty and visitors?
  - a. Do we have enough spaces during peak times?
  - b. Are we looking at constructing parking garages?
  - c. Have we explored public-private parking options on campus?
13. Provide a listing of all institutional consulting contracts currently in place including costs, user and length ie. EAB etc.
14. Data on enrollment at WSU-Tech
  - a. Numbers of FTE equivalents for the last 3 years
  - b. Number of FTEs transferring to WSU main campus
  - c. Projections / goals for a and b
  - d. Needs to achieve your goals.
15. Could you provide a roster and backgrounds of our Workforce Development Advisory Council as well as the mission of the council?
16. Please for your most recent report on the Workforce Development needs of Wichita region.



17. How can the President support you and WSU-Tech including workforce development programs?

## CHIEF OF STAFF

1. Provide an overview of your office.
2. Current Vacancies
3. Federal Relations
  - a. Map of all federal districts with name and party of each representative
  - b. Roster of all representatives and senators (parties), their bios and the committees (plus role) which they serve. Identify if they are ranking member. Include contacts and contact information
4. State Relations
  - a. Map of all KS districts in house and senate
  - b. Roster of all state representative, their districts, committees and bios
  - c. Working with Alumni Relations, roster of all Alumni in office
  - d. Listing of all important committees impacting the university
5. Community Relations (government and NGOs)
  - a. Listing of primary regional and local community leaders
  - b. Job functions, head shots and bios
  - c. Contact information
6. General
  - a. What state and federal relation efforts has the President conducted in the past
  - b. What other institutional programs has the university done
    - i. Faculty
    - ii. Research
    - iii. Students
    - iv. Both on campus and on the hill
7. Title IX
  - a. Who is our Title IX coordinator (CV and headshot)
  - b. How many on the staff
  - c. Who does the coordinator directly report to
  - d. What is the budget for the office
8. BOT
  - a. Overview of all BOT members with photos
  - b. What events do we hold for the BOT
  - c. Last 2-year BOT reports and minutes
9. Can you provide a schedule of calendar year 2020 meeting dates and locations that I need to attend for:

- a. Board of Regents
- b. Board of Trustees
- c. Other

## STRATEGIC COMMUNICATIONS

1. Current Vacancies
2. Provide our written strategic communications and marketing plans on
  - a. Television
  - b. Radio
  - c. Print
  - d. Social Media
  - e. Peer to Peer communications by our students
  - f. Billboards
  - g. Explain what we are doing / targeted by audience (provide examples)
    - i. Prospective students and their families
    - ii. Government / public officials
    - iii. Current students
    - iv. Alumni
    - v. General community
    - vi. Industry
    - vii. Peer Institutions across the country
    - viii. Media
3. Please provide your budget and how it is allocated to the bullets in question #2. How do we prioritize?
4. Provide a copy of some of our WSU printed marketing materials including publications sent to our alumni, industry and community.
  - a. Provide links to our social media
5. Provide roster of your internal and external Marketing Advisory Council
6. What subcontractors have we retained for the last two years by task for communications and marketing
7. Provide examples of programs that the President has undertaken to promote the university with the media.
8. Working with Alumni Relations, provide a roster of all senior state-wide publication editors, publishers and owners who are alumni. Identify their publications and how we have engaged them?
9. Please provide hard copies of all articles written by WSU faculty that have appeared in any major media outlet nationally or globally in the last 24 months.
  - a. Also listing of any national television or radio interviews by WSU faculty or national media stories about WSU.
10. Please provide any national media articles or blogs written about WSU in the last 24 months.

11. What is most reported about or advanced by local and regional media regarding WSU as an institution?
12. What are any misperceptions about the university that are advanced by the media in the region and state?
  - a. What has been done to address?
13. Please work with the Provost and student affairs. I would like to personally go and provide to a number of students in Wichita and in Texas their acceptance letters to WSU or, if too late, to visit them once they accept. Locally let's bring WuShock or cheerleaders with me locally.
- 14. Finally, I would like for you to coordinate during one of my visits prior to officially starting office with at least the following individuals to discuss communications and marketing for 1 hour:**
  - a. Your office and the following individuals.
  - b. Depart Chairs of Marketing, Electronic Media, Entrepreneurship, Dean of the Honors College, Student Body President and any of her invites, Faculty Senate President, Provost, Head of Career Services, Head of Enrollment and Admissions, Chairs of Graphic Design, Photo Design and Spanish.
  - c. Topic, how have we worked together in the past and how can we work together in new ways to market WSU for future students and to our peers.
    - i. Related, college town rankings, Princeton Review, US News Most Innovative Universities etc.
    - ii. Do we create a WSU Marketing Council on campus and with external partners as well including the City and County and any firms in town who might offer pro bono services?

## DIVERSITY AND COMMUNITY ENGAGEMENT

1. Current Vacancies
2. How do your responsibilities in community engagement, which I take it include economic development, as well, differ from the VP or Research and the VP for Workforce?
3. Diversity & Community Engagement
  - a. Please provide the most recent regional community engagement plan
  - b. Please provide the most recent local community affairs engagement plan (town gown)
  - c. Please provide a roster of all local, regional and state economic development councils /partnerships
    - i. If anyone from the university represents the institution on any of the councils/partnerships please list and include the name and title of the university rep.
  - d. Please provide an overview and roster of the President's / University's Regional Economic Development Advisory Council (internal and external)
  - e. Please provide an overview and roster of the President's / University's Community Engagement Advisory Council (internal and external)
  - f. Please provide an overview and roster of the President's / University's Military Advisory Council (internal and external)
  - g. What are the top priorities for which the University is focused in regard to:
    - i. Regional economic development issues
    - ii. Local (Wichita) economic development issues
    - iii. Regional community engagement
    - iv. Local community engagement
  - h. Please provide a summary report on the socio-economics for both the local and regional communities
  - i. Identify what Town-Gown activities are held each academic year including dates of the events.
4. Economic Development
  - a. Please provide our most recent Economic Impact report for the University
5. List in Excel all external funding (grants) submitted to support Community Engagement in the last 3 years and the results
  - a. Date
  - b. PI
  - c. Organization submitted
  - d. \$ amount
  - e. Scope of Work
6. Please list all community engagement awards the university applied ie. Carnegie, APLU etc.

- a. Date submitted
  - b. Program
  - c. Result
7. Please provide all marketing collaterals you provide to community partners and funders about the university / community engagement programs
8. Please provide a roster and mission of our University Diversity Council
9. Please provide specific programs we are doing for advancing diversity (with metrics) for:
  - a. Undergraduate students
  - b. Graduate students
  - c. Post Docs
  - d. Faculty
  - e. Staff
  - f. Administration/Leadership
  - g. Research Activities

## STUDENT AFFAIRS

1. Current Vacancies
2. Working with Finance and Administration, provide a 3-year history of tuition costs?
  - a. Delineate by in-state/out of state and special tuition costs ie. DE
3. Provide a 3-year history of on-campus housing
  - a. Occupancy rates by facility and by year in college ie. freshman, etc.
  - b. Housing charges for current and next academic year by type of unit
  - c. # of students who applied but were unable to live on campus
  - d. Dining costs
  - e. What additional housing options are planned for the next 10-years, map showing locations, and their priorities. How do private development plans impact your plans?
4. Provide 3-year history of dining options on campus and off-campus (ie. one card)
  - a. What additional options are planned for the next 3-years by year
    - i. What healthier options do we have now and planned?
5. What on-campus and off-campus options are there for student-health (24/7)
6. What mental health counseling and support is offered?
7. Listing of all student deaths and attempted suicides for last 3-years (provide an overview of demographics, year in school, dates, etc.
8. Please provide all policies on freedom of speech and any history of prior controversial events and outcomes.
9. Please provide all policies and statements of beliefs on inclusiveness on campus and programs and services we have on campus to fulfill our promises.
10. Listing of all Sororities and Fraternities with current membership numbers
  - a. Listing of any actions taken against any fraternity or sorority by the university or national for the last 3-years
11. Listing of all student clubs and organizations and their presidents
12. What programs and awards does the President provide during the academic year
13. How many service hours by year for the last 3 years have our clubs and fraternities/sororities performed?
14. What are the major student events during the year?
15. Please provide a roster of our student government leaders (names and offices)



## ATHLETICS

1. Current Vacancies
2. Please provide listing of any compliance actions in the last 3-years and `most recent APR – call out any issues over the last 3-years.
3. Provide Athletic budget for the last 2 -years. Please make any commentary to the budget and budget lines.
4. Please provide name, photo and experience for all head coaches including how long in current role.
5. Please provide the conference and full-schedule results for each team for each of the last 3-seasons
6. Provide the number of student athletes on each team and how many student athletes on each team are on partial or full scholarship.
7. Please provide a number of student athletes who have transferred or left a team each of the last 3 years by team.
8. Please provide average home attendance for each team for each of the last 3-years
  - a. Identify any large attendance games for each sport
9. What programs are we implementing to grow student attendance at events? Are there other programs we should explore?
10. What programs are we implementing to grow community attendance at events? Are there other programs we should explore?
11. List the leaders of the athletic booster / fundraising club
  - a. Name
  - b. Title
  - c. Day job
12. Provide the name and department of our FAR
13. Provide a summary of our major contracts through WSU athletics. When do they renew?
14. Provide a summary of any facility upgrades under consideration or in progress
15. Identify the top fundraising needs of the department
16. Provide a copy of the consultant report for reinstating a football program
17. Have there been any examinations of adding additional programs such as M/W soccer or lacrosse?
18. What type of rivalries do we have with Kansas and Kansas State? Who is / should be our rival?
19. What is our travel budget by sport per year?
20. How are we developing our in-house live streaming capabilities for ESPN as part of the new contract? How much \$ will we be investing? When is the ROI?

During one of my visits before the new semester, please arrange for you and I to tour all the athletic facilities and meet the respective coach(es) at each venue please.

## RESEARCH

1. Current Vacancies
2. 5-year goals for the university
3. Sponsored awards and HERD results for the last 5-years

### F&A

4. F&A rates for:
  - a. Federal
  - b. State
  - c. Industry
  - d. Foundations
5. F&A awarded each of the last 5-years
6. Realized F&A for each of the last 5-years
7. Effective F&A rate for each of the last 5-years

### Research Programs

8. Listing of any program in the top 100 for public universities and national universities for each of the last 2 years
9. Number of proposals submitted for each of the last 5 years
  - a. Number for research only proposals
10. \$ amount of total proposals submitted for each of the last 5 years
  - a. \$ amount for research proposals for each of the last 5 years
11. NSF, NIH hit rate for each of the last 5 years
12. Listing of the top 10 NSF, NIH, DOD, DOE and Dept. Ed awards for each of the 5-years including:
  - a. Name and department of the PI
  - b. \$ amount of the award
  - c. Program and focus of the award
13. Number of graduate students last two years by year on any grant as well as research grants
14. Number of undergraduate students last two years by year on any grant as well as research grants
15. Number of Faculty PIs on research awards each year for the last 5-years
16. Number of research awards where WSU is a sub to Kansas and Kansas State (show for each) in each year for the last 5 years
17. Number of research awards where WSU is a prime to Kansas and Kansas State (show for each) in each year for the last 5 years
18. Show 5-year trends in # of research proposals, awards and \$ amount of awards each year by:
  - a. NSF

- b. HHS/NIH
  - c. DOD
  - d. Energy
  - e. USDA
  - f. Education
  - g. Industry
  - h. NGO/Foundations
19. Provide 3-year results for the # proposals, awards and \$ amount of awards each year for:
- a. Engineering and NSF sub-disciplines
  - b. Geosciences, Atmospheric and Ocean Sciences
  - c. Life Sciences and Subfields
  - d. Health Sciences
  - e. Biological and Biomedical Sciences
  - f. Computer Sciences
  - g. Mathematics and Statistics
  - h. Physical Sciences and sub disciplines
  - i. Psychology
  - j. Social Sciences and sub disciplines
20. Provide a figure of the % of research awards by categories a-h for each year of the last 5 years
21. Provide a listing of all Start-Up packages provided by year for the last 3-years
- a. Faculty member + department and \$ amount
  - b. What has been the ROI for each start-up package
  - c. What is the process for start-up awards
22. Innovation
- a. For each of the last 3 years your AUTUM report or...
    - i. Disclosures
    - ii. Patent Applications
    - iii. Patents Issued
    - iv. Start-Ups (faculty)
    - v. Start-Ups / Microenterprises (students)
    - vi. Licenses
    - vii. Running Royalties
23. Listing of Core Facilities

24. Listing of all Innovation and Public-Private Partnership locations on campus
  - a. Size
  - b. Functions
  - c. Listing of partners, length of agreements and lease payments
25. Provide the most current SBDC annual report
26. Do we have a Go Fund Me for Innovation projects? How has it been performing?
27. Roster of all NIH grant recipients for the last 3 years:
  - a. Name and rank
  - b. Department
  - c. Type of award ie. RO1 etc & \$ amount
28. With the revised Carnegie Classification scheme, please provide your recent analysis as to the gaps holding WSU back from being an R1.
29. Listing of all Research Centers and Institutes
  - a. Name, area of focus, Director, how old and research awards for each of the last 3 years
30. Please identify what faculty are doing any research on Agriculture including with dept of ag.

**Finally,**

Please provide our strategic plans for both research and innovation. Where do you want to take us and how can I help you achieve the goals?

## **SPECIAL REQUESTS**

### **Dean of Libraries, Kathy Downes**

- a. Provide important background information for me.
  - i. A good book or report on the history of WSU
  - ii. Book on the history Wichita
- b. How would you re-imagine the library spaces to improve the student experience? What do you need to accomplish this, how can the President help?
- c. What are the top 10 University libraries that serve the modern student experience and why?
- d. How would you re-imagine the functions, services and physical design of the library and how does that improve the student experience?
- e. Status of contracts with Elsevier etc. What are our costs now and in next 3-years for a virtual library collection?
- f. What programs are the Library doing to support Faculty Excellence?

### **Director of Bands, Dr. Timothy Shade**

- g. Size of the athletic band each of the last 3 years
- h. What size do you want it to be?
- i. What athletic and non-athletic events does the band play at during the year?
- j. How many band members play at men's basketball?
- k. Who in your view are the top 10 performing bands at basketball games and why?
- l. What programs does the band perform at in Kansas and nationally?
- m. What needs do you have to take the Shocker band to the place you want it to be?