

Executive Committee Report for June 2018

The Executive Committee of the Faculty Senate met on June 20, 2018 in the University Club, hearing reports from Standing Committees, the Faculty Senate Chair, and the Staff Senate Representative. The Executive Committee also met with Planning and Budget for a special meeting on June 11, 2018 in the Jefferson Room.

The Minutes from the following Executive Committee Meetings were reviewed and approved: April 18, April 25, and May 16.

The Executive Committee completed revisions to the document *Attributes, Experiences, and Skill Sets of a University Provost Candidate*. This document will be presented to the Faculty Senate for discussion on June 27th and is attached to this report.

Chief Operating Officer Joseph Han addressed the Executive Committee on April 18th, reviewing issues the Climate Survey and the draft report of the Customer Satisfaction Survey. Four general themes have emerged from the surveys that indicate areas of concern: communication, process/coordination, service level, and infrastructure. More specific themes were identified from the faculty portion of the survey and will continue to be addressed. Dr. Han also shared the Technology Vision PowerPoint (attached to this report). This plan is currently being discussed by ATC and STEC (both of which have faculty representation). Dr. Han continues to emphasize transparency, vulnerability, and inclusivity.

On June 11th Susan Howarth updated the Executive Committee and Planning and Budget regarding the status of the budget, including the proposed 4% tuition raise and 5% across the board cut. The Board of Trustees approved the 2018-2019 Operating Budget on June 20.

The committees had several observations including the impact on units with less flexibility in budgets and the continued negative impact on the quality of education that may be provided, as well as the negative impacts on faculty and staff, and the impact on student recruitment and retention. After further discussion the committees voted to present the following motion to President Bendapudi: To apply a 3% across-the-board cut in FY19 and a 2% cut in FY20. The 2% cut in FY20 would allow for strategic and collaborative planning throughout 2018-2019. President Bendapudi thanked the committee for the suggestion and agreed that a straight 5% cut would be too steep a cut for the academic units to take immediately. She worked with CFO Dan Durbin, Susan Howarth, and Beth Boehm to designate 5 million dollars of one-time money to be used in the coming fiscal year to support student recruitment and retention initiatives.

Respectfully Submitted by Krista Wallace-Boaz
Vice Chair, Faculty Senate

Attributes, Experiences, and Skills Sets of a University Provost

Category	Attribute, experience, skill set or other feature
Qualifications	<ul style="list-style-type: none"> • Has terminal degree (Ph.D. or equivalent) • Commitment to academic excellence • Success in earning tenure and in the classroom • Demonstrated excellence in academic leadership (departmental/decanal/provostial) • Understanding of and dedication to the principles and strategic vision and goals of: <ul style="list-style-type: none"> -The President of the university -Academic freedom, shared governance and transparency -Community engagement -Inclusiveness, diversity and opportunity for all -The mission, vision and mandate derived from the Kentucky Postsecondary Education Improvement Act of 1997 for UofL as a premier, nationally recognized, metropolitan research university -The “One University” paradigm
Experience in academic leadership	<ul style="list-style-type: none"> • Has a strong understanding of undergraduate and graduate and professional education • Experience with the details of academia (curricula, grades, advising, tenure, and shared governance.) • Understanding of key operational and infrastructural issues • Experience in strategic planning and in dealing with budgetary and personnel decisions • Understanding of the challenges (academic and fiscal) of growing educational enterprises, opportunities of a research university, and of accreditation requirements
Interpersonal relationships	<ul style="list-style-type: none"> • Commitment to attracting, retaining and graduating high quality students • Commitment to attracting, retaining and fostering the development of high quality faculty, staff, and administrators • Demonstrated record as problem solver in interpersonal interactions • Ability to cultivate a cohesive university community and be effective at fair and just conflict resolution within the university community • Commitment to service, community engagement and meeting the needs of the metropolitan area • Able to inspire the people around him/her • Develops relationships of trust and transparency
Qualities, attributes, management style	<ul style="list-style-type: none"> • Demonstrated commitment to human rights and social justice, fostering cultural, racial and gender diversity and equity of opportunity for all • An independent free-thinking scholar • Value system must be congruent with the mission of the university and be a public advocate for the values of the mission of the university • Committed to fundamental fairness and due process in implementation of professional and academic standards • Understanding of difference in tenure and promotion requirements across the spectrum of academic disciplines • Sensitive to and respectful of differences among academic cultures in a complex university • Must embrace the academic tradition of encouraging free conversation and dissent • Must be visible and accessible to all constituencies • Ability to develop a clear coherent vision • Communicates-clearly and directly; listens, learns and leads by decisive action
Communication, team building, shared governance	<ul style="list-style-type: none"> • Creates unity through transparent internal communication • Links faculty, staff, students and alumni to enhance the educational experience towards student success • Draws linkages between research and academic opportunities • Works effectively with P-16 and other educators and community leaders to partner education with workforce opportunities • Maintains strong ties with external leaders, leaders in the private sector, state and friends of the University • Effectively communicates the goals of the University and the President’s Office to the University community



Technology Vision

May 2018

Technology Vision Overarching Goal

Be awesome at the core business of technology in order to accomplish the following:

- **Make UofL a great place for students to learn and succeed**
- **Provide solutions that allow faculty/staff to support students and make UofL a great place to work**
- **Develop an environment that makes UofL a great investment for our external partners**

Technology Vision

Four Categories of Technology Success

- 1. Technology Help**
- 2. Data Access**
- 3. Enterprise Systems**
- 4. Protection**

Philosophy

- A One Stop—and First Stop—for assistance and support
- Single point of contact for technology needs
- Proactive outreach to students, faculty, & staff

Deliverables

- Single, comprehensive customer-facing structure
- Knowledgeable across all core technology components
- Self-service functionality that allows users to answer questions

Technology Vision

Technology Help: Five-Year Plan

Year 1

- Develop organizational plan to unify all customer facing functions and staff appropriately

Year 2

- Develop training plan and procure tools to support proactive customer service structure

Year 3

- Develop Self-service interface for technology help

Year 4

- Refine structure and plan based on industry trends and customer feedback

Year 5

- Refine structure and plan based on industry trends and customer feedback

Philosophy

- Information at the fingertips of users
- Device agnostic
- Role-based security
- Single source of truth

Deliverables

- Single self-service portal for access
- Mature data governance structure
- Comprehensive data catalog

Technology Vision

Data Access: Five-Year Plan

Year 1

- Position infrastructure to support future computing opportunities (e.g. AIX to Linux project, Network refresh – wired and wireless)

Year 2

- Modernize business intelligence framework to support University mission (e.g. PowerBI, Data Warehouse)
- Initiate data governance structure, culture, and process

Year 3

- Implement single self-service interface to data

Year 4

- Review, refine, and update data strategy to support University mission

Year 5

- Review, refine, and update data strategy to support University mission

Philosophy

- Customer-driven solutions that enable strategic mission
- Leverage investment to align with best practice functionality
- Thorough evaluation of TCO—and funding—prior to implementation
- Clear requirements to allow systems to connect to network, authenticate, and utilize campus data

Deliverables

- Implementation of best-practice based solutions
 - Standardized support, data availability, security, & disaster recovery
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Technology Vision

Enterprise Systems: Five-Year Plan

Year 1

- Modernize Student Information System (i.e. Campus Solutions upgrade)
- Align staffing to a best practices model to support ERP

Year 2

- Prepare HR and Financial systems for transition to next generation ERP
- Implement integration and automation strategy (tools and staffing)

Year 3

- Gather requirements and select next generation HR and Financial ERP
- Identify and implement new Content Management System

Year 4

- Implement next generation HR and Financial ERP

Year 5

- Launch next generation HR and Financial ERP
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Philosophy

- Effective protection of both personal and university data
- Simple, seamless, and non-intrusive
- Business continuity readiness

Deliverables

- Robust identity management system
- Automated and responsive network monitoring
- Disaster Recovery solution that supports almost-instantaneous rollover

Technology Vision

Protection: Five-Year Plan

Year 1

- Enhance protection and security capabilities by unifying data protection services
- Strengthen security controls (e.g. 2-Factor Authentication)

Year 2

- Develop a robust identity and access management structure
- Strengthen security controls
- Implement comprehensive security training and awareness program

Year 3

- Refine and expand single sign-on capabilities
- Strengthen security controls

Year 4

- Automate real-time disaster recovery
- Strengthen security controls

Year 5

- Refine protection strategy based on industry trends and metrics
- Strengthen security controls

Campus Strategy

1. Trusted Partner
2. Reliability
3. Training & Education
4. Customer Service
5. Role-based Access
6. Governance/Collaboration

Internal IT Strategy

1. Ownership
2. Integration (API's, Web Services)
3. Standards/Policies (Enforceable)
4. New Technologies (Cloud, IoT, AI)
5. Automation
6. Prioritization

Cultural

1. Internal Politics
2. Trust & Credibility
3. Appetite for Change

Financial

1. Financial Resources/Funding
2. Staffing Levels
3. Skillsets
4. Tools