

WSCUC Review Team Report – Recommendation 5

Updated 09/17/2020

RECOMMENDATION 5: Develop formal, timely and informative channels of communication that allow for advice and dialogue across the campus prior to major decision-making and implementation. CFR(s): 3.7, 4.2, 4.3 POINT PERSON(S): Ellen Ryder, Vice President, Marketing Communications; Deborah L. Panter, Associate Vice Provost for Educational Effectiveness					
TASKS List the steps that will lead to accomplishment of the recommendation	INDIVIDUAL(S)/ GROUP(S) RESPONSIBLE	INDICATORS THAT THE SPECIFIC TASK HAS BEEN ACCOMPLISHED	DESIRED OUTCOME(S)	STATUS Work Not Yet Started, In Progress, or Complete?	DUE DATE (EXP)
Establish Communication Strategies Working Group by appointing initial working group members	Deborah Panter (AVP Educational Effectiveness)	Communication Strategies Working Group is established and meets for the first time	Identify core group of faculty and staff from across the institution dedicated to participating in the Communication Strategies Working Group	Complete	11/27/18
Reviews existing data from campus-wide reports for communication deficits, gaps, and shortcomings	Deborah Panter	List of identified areas of focus created.	Discern areas of focus for working group	Complete	1/08/18
Re-evaluate composition of working group and determine suitability of subgroups, inc. OMC participation	Deborah Panter	Working group names and process are determined	Broad representation and participation across the campus community	Complete	Spring 2019
Consider revising the format of ongoing forums held by senior leadership as reflective listening sessions; share themes that emerged with the community	Ellen Ryder (VP Marketing Communications)	Senior leadership consider revising the format of the forums	Senior leadership forums include a substantial listening component and engage in reflective follow-up	Format revision completed	Summer 2019

Form communication plans at the outset when new committees, councils and working groups are formed, starting with Graduate Education Council	Shawn Calhoun (Associate Dean, Gleeson Library)	Communication plans are created at the formation of new committees, councils and working groups	The work and outcomes of the work of these groups is communicated	In Progress	Fall 2020
Recommend that leadership groups' charters, rosters, agendas, and meeting minutes be posted, starting with Cabinet and Leadership Team	Ellen Ryder	MyUSF pages are created to document roster, charge, agenda, and minutes	More transparency and increased awareness regarding the work of committees and working groups	Completed as to the Board of Trustees, the President's Cabinet and Provost's Council	Ongoing
Identify the mechanism by which information is shared; investigate alternative platforms, e.g. MyUSF, USFWorks, for compiling and disseminating information to campus community	ITS	Meeting with the Working Group and the Individual/Group Responsible to determine mechanism and whether alternative platforms are feasible, or if existing platforms are sufficient and satisfactory	An understanding of how information is shared and a thoughtful, reasoned consideration of alternative communication platforms, coupled with a convincing rationale why existing means are better	Not Yet Started	Fall 2020
Coordinate with Mission Council, Diversity and Inclusion, and University Ministry to follow-up on recommendations made by Campus Climate Survey and Magis Project initiatives.	TBD	Regular, ongoing meetings between the Working Group, Mission Council, Diversity and Inclusion, and University Ministry	To establish a broad, collaborative group working to ensure more effective communication at USF	Not Yet Started	Spring 2021

3.7 The institution's organizational structures and decision-making processes are clear and consistent with its purposes, support effective decision making, and place priority on sustaining institutional capacity and educational effectiveness.

GUIDELINE: The institution establishes clear roles, responsibilities, and lines of authority.

4.2 The institution has institutional research capacity consistent with its purposes and characteristics. Data are disseminated internally and externally in a timely manner, and analyzed, interpreted, and incorporated in institutional review, planning, and decision-making. Periodic reviews are conducted to ensure the effectiveness of the institutional research function and the suitability and usefulness of the data generated.

4.3 Leadership at all levels, including faculty, staff, and administration, is committed to improvement based on the results of inquiry, evidence, and evaluation. Assessment of teaching, learning, and the campus environment—in support of academic and co-curricular objectives—is undertaken, used for improvement, and incorporated into institutional planning processes.

GUIDELINE: The institution has clear, well-established policies and practices—for gathering, analyzing, and interpreting information—that create a culture of evidence and improvement.