

Centers & Institutes Directors

Minutes: March 4, 2014

C&I Directors present: Ms. Lisa Bash-Ward – Intercollegiate Athletic Institute for Sports Camps
Dr. Carl Luciano – Biotechnology Research Institute
Ms. Karen Goltz Stein – Speech, Language, and Hearing Clinic
Dr. Louis Pesci – Highway Safety Center
Dr. Amanda Poole – Center for Northern Appalachian Studies
Mr. Robert Wilson – Institute for Mine Mapping, Archival Procedures, and Safety
Dr. Derek Hatfield – Center for Applied Psychology
Dr. Waleed Farag – Institute for Information Assurance
Mr. W. Barnett Knorr – Center for Career and Technical Personnel Preparation
Mr. Steve Loar – Center for Turning and Furniture Design

Others attending: Dr. Hilliary Creely – Assistant Dean for Research, SGSR

Updates

- Dr. Creely began the meeting by letting the directors know that she has met with the A-Deans and they are very supportive of the new planning document proposal and are enthusiastic about setting goals with each Center. With the C&I directors' approval (granted during the later portion of the meeting) Dr. Creely will now take these new items to the Dean's for their feedback/approval.

New Business

- Dr. Creely described the new proposed Strategic Planning Document and Annual Report Template for anticipated implemented late Spring '14/Fall '14 to use for AY 14-15 goals.
 - Anticipated changes:
 - The C&I directors would use the Strategic Planning Document to establish yearly goals, endorsed by their administrative unit. Directors would begin goal planning in late Spring '14 so that their AY '14-'15 goals could be endorsed and submitted to the SGSR by early Fall '14.
 - The annual report would change in format, content, and due date. Starting next year, in lieu of the old "annual report template," the new annual report would be due in May (end of faculty contract time) and it will be a description of progress on the goals described in the Director's strategic planning document. [We will use the existing "annual report template" for a final time this year so that Directors can report on their AY '13-'14 accomplishments. These reports will be DUE by 4:30PM on Friday, August 29.]
 - The strategic planning document is not meant to be a time-sink; rather the goals (3 – 10 measurable goals) can and should be described in short sentences.
 - Dr. Hatfield asked if both 1 year and longer term goals should be included on the planning document and Dr. Creely responded that yes, they should both appear on this document.
 - Mr. Loar asked if this is meant to be a plan of work/ what we (as directors) hope or want to achieve. Dr. Creely replied that yes, that is in essence a main purpose of the document but

- that unlike many work plans, this one asks you to map your planned work to the larger vision/goals of your center, department, college, university, and/or PASSHE.
- Mr. Loar then asked if the intent for this document is so that this becomes a tool for the Dean to give feedback on if the Center is or is not doing well meeting the goals.
 - Dr. Creely replied that the dialog box on the new proposed annual report is for the director's to state the progress that they have made on the goals so far, but that we could add a space on a third page of that document for the Dean's to then reply on the progress, but that that page would be for the Dean's, directors, and SGSR only and would not get published in the annual report.
 - Dr. Loar said that it will be good to know if we fail or stumble, to have feedback on where they go from there.
 - Dr. Creely replied that yes, it will be cleaner to close the loop and to have comments from the Dean's to say where the focus should be, and to allow room for responsiveness.
 - Dr. Hatfield asked if the Dean's will be able to revise the goals and if they are going to want to sign off on this since it means more work for them.
 - Dr. Creely responded that she has already engaged the A-Deans and is hoping to speak with the Deans/VPs soon regarding their thoughts on the proposed new planning and assessment plans. She also indicated that yes, there will be some give-and take between directors and a-deans/deans/VPs with agreeing upon goals.
 - Dr. Hatfield noted that will help enhance discussion.
 - Dr. Hatfield then gave an example of what if the Center wanted to serve one population and the Dean wants the goal to be that another population is also served; will the Dean have direct control over that goal?
 - ❖ Dr. Creely answered that the directors can spell out what they believe it will take to complete goals that Dean's may insist upon. If that situation arises the planning document will be where the directors can say it will take "x, y, z" to accomplish and then report on their actions in the annual report, including both successes and failures, so that decisions can be made about future resource needs and/or modifications to goals.
 - Dr. Hatfield noted that some Center's might not like this kind of control over them.
 - ❖ Dr. Creely said that no centers exist in a vacuum—each is responsible for functioning within the expectations of the college/division/university. Yearly goal-setting and reporting on progress will bring consistency across the C&I (since many C&I already do this) and will allow for useful conversations between C&I and administrative units (since some C&I have not been engaged in regular conversations with their college/division).
 - Dr. Farag asked what the timeline for everything is.
 - Dr. Creely responded that the Center's should begin thinking about their goals and talking with their center personnel now. Once we have buy-in from the Deans/VPs, Centers, should then start to have planning conversations with their Deans/VPs (or designees). The goal would be for the Centers to have draft goals submitted to the SGSR (for C&I Advisory Board review/input) by the end of Spring '14 so that the Centers could have goals endorsed by their administrative unit in early Fall '14.
 - Dr. Farag then asked if there was the same timeline for the annual report this year.
 - Dr. Creely replied that yes, this will be the last year that the old template will be used and that it will be due in August (August 29th) as usual. In September or October you will have the new goals set for the year and in Spring 2015, the new annual report template will be submitted. This revised timeline allows your

- administrative unit to receive your report in time to be included in their reporting and strategic planning for the upcoming FY.
- Dr. Hatfield asked if the Center's want to report on something, if it then needs to become a goal?
 - Dr. Creely replied that she is not opposed to a goal that allows C&I to report on something the C&I director thinks people need to know, as long as it is a measurable goal. Dr. Creely commented that in looking back at prior years annual reports, she believes the majority of the accomplishments described could be easily captured in a well-written goal.
 - Dr. Hatfield then asked if that should be the first goal. Dr. Creely replied that Directors can work with their deans/VPs to prioritize the goals
 - Mr. Loar said that directors need to maintain effective work throughout the AY.
 - Ms. Bash-Ward said that limitations to goals should be stated and that, despite changes, if centers are able to maintain services/experiences/etc, they should speak to that as well.
 - Dr. Hatfield said that if unexpected things happen, they should tie it in to an existing goal. Dr. Creely noted that there is a section on the annual report for if there have been any changes to goals, and that a dialog box can be put there as well. She also noted that unexpected things can be described in the annual report when describing goal progress.
 - Ms. Goltz Stein asked if the table on page two of the annual report is staying the same as it has previously been.
 - Dr. Creely responded that yes, the table is staying the same because it is a nice summary and we compile it into a large table of all the C&I information that provides powerful information about the aggregated value of the services C&I provide and the broad reach of the C&I. She also noted that we carefully check over the numbers submitted in the tables, so to be careful to explain amounts and not just make up numbers.
 - Dr. Creely said that since the annual report will now be due when the faculty contract are done, that some C&I may need to project what will happened during the final six weeks of the fiscal year (June 30th).
 - Dr. Hatfield said that it seemed advantageous to hint at goals and needs for next year.
 - Dr. Creely said that in reporting on progress, it would not be unreasonable to report on what the Director thinks is needed to advance the goal even further the following year and to indicate the goal is a continuing one.
 - Ms. Goltz Stein asked if the resources will even be given based on these new goals, or if it will be a fruitless process.
 - Dr. Creely replied that the financial challenges at IUP are real but if the C&I can provide assessment-based data and analysis regarding their goals and accomplishments, the C&I will be in a much better position to advocate for the resources they need to accomplish the agreed-upon goals.
 - Mr. Wilson asked if they should capture things in the report that will start in July.
 - Dr. Creely said that the reporting should be for the FY wherever possible (July 1- June 30) and that information not included in one year's report should be picked up in the subsequent year so no information is lost.
 - Dr. Creely briefly mentioned the new draft 5-year review template, still in early draft form, and said that 5-year review should not be a copy/paste exercise, but is being redesigned to provide directors a space to analyze trends from the preceding five years (including both successes and challenges/failures) and describe plans for the future that are rooted in data and analysis.
 - Dr. Hatfield said that if goals are on the planning document, why is there a 5-year document to report on progress. This needs to be a place for unique information.

- ❖ Dr. Creely responded that yes, this absolutely should be all unique information. Directors need to assess their trends and trajectory, they should be using the annual report data to help them realistically assess where they are and to look forward, that the 5-year document is a space where broader long-range planning can be described.
- Dr. Farag said that this should be high-level analysis and show the big picture.
 - ❖ Dr. Creely agreed and said that big picture analysis is key and they should focus on the analysis.

Respectfully submitted,
Amy Klemm