

**Minutes Strategic Planning Council
March 9, 2018**

Attendees: Bradley Barnes, Christopher Brown, Dan Carlson, Alecia Gross, John Jones, Bob Palazzo, Susanne Austin, Jack Duncan, Matt Windsor, Pam Benoit, Chair.

The meeting was started with a reminder that the objective for the day was to develop the initial draft of metrics for Community Engagement, Philanthropy/Campaign, Stewardship, Diversity, and Employee Engagement.

The Provost reiterated to the group that all metrics should possess the following characteristics:

1. Measurability.
2. Must be trackable (e.g. trend lines).
3. Must have comparative data available (other institutions and related sources).
4. Must relate to the highest level of the University.

Community Engagement:

Group began with six previously discussed metrics. The following four were eliminated from further consideration.

1. Carnegie classification – level of measurement not sufficient.
2. Number of Faculty engaged in community – captured under number of hours of service/volunteerism.
3. Number of funded projects – does not capture large number of unfunded projects.
4. Benevolent Fund related metric – too narrow. Benevolent Fund is only one aspect of community engagement.

The remaining metrics were:

1. Number of hours of service/volunteerism. (Personal/private outside service not counted. Only those services associated with UAB employment).
2. Partnerships.

One additional metric added:

3. Financial contribution to/financial impact on the community – especially important to capture uncompensated care.

Stewardship:

Began with eight possible metrics from prior discussions. Allen was asked to review prior to the meeting and he proposed three. Those initially eliminated were:

1. Develop a sustainability score card.
2. Develop funding for campus renewal program.
3. Expand efficiency and sustainability initiatives.
4. Number of programs involved in advancing K-12 learning and support activities.
5. OBR financial health composite score.

The remaining three stewardship metrics were:

1. Bond rating.

2. Institutional liquidity.
3. Fully utilize any underperforming assets. (Questions raised here about the precise meaning of this proposed metric). Allen to elaborate.

Philanthropy/Contributions:

Began with three metrics proposed by Tom: The following were eliminated from additional consideration.

1. Overall growth in endowment – not fully controllable since endowment managed by non-university personnel (e.g. investment performance and management).
2. New gifts and pledges – reservations expressed about this proposed metric.

There was one remaining metric and one proposed new metric. These were:

1. Total dollars.
2. Total number of people contributing – some discussion given to this as possible metric.

Employee Engagement:

After considerable discussion it was suggested that **Community Engagement** be defined in a way so as to include both internal (e.g. University community) and external communities and the metric(s) for employee engagement be included under Community Engagement. It was further suggested that a “single global” metric relating to employee satisfaction be included. Perhaps this measure could come from the Campus Engagement Survey.

Diversity:

It was suggested that the two previously proposed diversity metrics be modified as follows:

1. Number of underrepresented minority students/faculty/staff be expanded to include gender.
2. It was also suggested a metric might be added relating to distribution of underrepresented faculty with tenure and by Faculty rank.

Next Step:

The Provost noted that the next step in the process will be to set goals for each of the metrics ultimately selected for inclusion on the dashboard.