STRATEGIC PLANNING COMMITTEE
Meeting Minutes
March 25, 2010


Members Absent: Tony Akubue, John Burgeson, Sara Grachek, Kim Oren, Lalita Subrahmanyan, Margaret Villanueva

Meeting Minutes from March 18, 2010

Approved with no objections

Additional Agenda Items

None

Reorganization Discussion with Provost Malhotra

In regards to the accelerated timeline
- It was not an easy decision and he knew that at the end of the academic year was the worst possible time to make the request.
- The change was necessary to assist in building capacities and capabilities around our strategic work and strategic program appraisal for FY11 & FY12.
- It was recognized that the alignment of programs with departments and departments with Colleges and departments internally may entail re-rostering of faculty which had a contractual deadline of March 1.
- It was evident that we would need to use all of fall semester for open and wide ranging discussion regarding reorganization with faculty and the campus community.
- Accelerating the timeline gives us the ability to use the summer to prepare ourselves for the conversations that need to happen in the fall.
- Proposal to stay engaged through the summer in order to develop the conceptual framework and relevant information set that will inform the conversations in the fall. Extra duty days being considered for faculty who choose to work during the summer months as needed.

In regards to Academic Reorganization
- If we reorganize we need to answer the question what is wrong with the existing organizational structure?
- There is currently a lack of unit level and organizational connectiveness.
- Structures have been informal and not embedded in the processes of the units themselves.
• We continue to be committed to giving the best possible experience to our students.
• The current structure does not support multi or inter disciplinary work.
• A set of guiding principles needs to be developed that will allow us to identify a path that will lead to a well thought out organizational structure.
• Budget reduction and gap is playing a role in the need for accelerating the timeline.
• Answer to the question, what are we not going to do and how much are we not going to do?
• We need to look carefully at the organizational delivery of our academic structure and maintain the programmatic flexibility of our programs for our current and potential students.
• Even though we are expanding we are not seeing net revenues because of the decline in state appropriation.
• We are responding to external compulsions rather than internal mismanagement.
• The draft of the document that was handed out is a look at what a reorganized university might look like.
• These are not proposals but rather conversations starters.
• We need to ensure that we are able to deliver a truly integrated student experience.
• We need to allow departments and programs to engage in innovation and risk assumption.
• We will want to foster and nurture interdisciplinary work.
• Structural reorganization in and of itself will not take us out of the estimated $15 million shortfall but hopefully with take us far enough away as to minimize the impact on our instructional capacity.
• SPC is being asked to form a steering group to serve as an advisory group to the President and Provost in the development of the conceptual framework and the point of contact for coordination of the work that would be required for reorganization.
• Allocated mechanisms, decision making and frameworks of accountability that are all decentralized will be required to make this complex organization run smoothly.

Q & A Discussion

Are there sufficient financial benefits as opposed to the negative benefits to accelerating the timeline?
• President Potter and Provost Malhotra both wish there was more time. The primary goal is to protect the instructional capacity of the university.
• We will be careful to build in flexibility and a feedback loop.

How do we develop a set of guidelines for faculty for putting together programs in an effort to avoid redundancies but still allow for faculty ownership?
• Shared governance

What is the relationship of the steering group and the SPC and how much work will be done in summer and in collaboration?
• This is a conversation for the full SPC committee
• Clarify what the expectations are as far as information reported and decisions being made
• Consultants may be engaged
• Extra Duty Days
• Training
• The sub-group will become a liaison between the full committee and the President and Provost will help improve the communication flow.
• We will need to identify resources and the type of resources that will be needed.
It is apparent that it will be necessary to take on the charge given by the Provost and carry out the work over the summer.

We will have a broad idea of the types of physical space reconfiguration that we need but not to the point of implementation by the date on the timeline.

Communication needs to be a top priority. A session will be held to talk about the process and what do faculty members need in order to feel confident about the integrity of the process.

Seek feedback more often and communicate what the feedback is in an open and transparent manner.

Follow –up: Composition of the Steering Group – sub group of SPC

Motion by Mike Sharp: Second: Brady Haggstrom
That the SPC accept the idea of the steering committee as proposed with the addition of a student representative.

No Objections

It was suggested that the work of the Budget Advisory Group be suspended and combined with the work of the SPC steering group during the reorganization process which led to a suggestions that we provide the Budget Advisory Group with priority topics of discussion which would guide their conversation so that it fits with the process.

Online Subcommittee

Provost Malhotra has requested that planning and visioning work move forward and requested that a sub-committee of the Strategic Planning Committee be formed to complete this work.

Open Forums

The first open forums will be sponsored by SPC with the possibility of additional forums co-sponsored with the Faculty Association.

There is also the possibility that additional/more specific forums including students could be scheduled.