June 14th 2017 IC Leadership Team Design Workshop

Objective: Create a Planning Framework for Transitioning to an Integrated Cluster Leadership Model

Facilitators: Ross Humer; Mike Peznola & Corey Hoyt

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<th>Tourism, Environment &amp; Sustainable Development</th>
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<td>□ Mary Ann McGarry</td>
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<td>□ Brian Eisenhauer</td>
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Summary of Workshop Accomplishments

- Created an outline of a Leadership Team Model for both clusters
- Allocated preliminary Functional Accountability to LT Member Positions
- Moved forward with how some IC Responsibilities would be delegated
- Defined Critical Support Functions and those for potential reassignment
- Confirmed Summer Actions needed to be completed for Fall IC Launch

Summary of Leadership Team Preliminary Designs (in brief)

**Justice & Security: 5 person team** with individual accountabilities

Member 1: Faculty admin/engagement; Personnel coordination; TL Admin; Prof. Development

Member 2: Operations administration; budgeting; course scheduling

Member 3: Communications & Liaison; Project Development; Cluster facilitation

Member 4: Curriculum facilitation (with program administrator/coordinator support)

Member 5: Student Engagement coordination

**Tourism, Environment & Sustainable Development: 8 person team** with individual accountabilities

PAT – Project Management & coordination; Communications; Activities/Events management; Project funding & budget planning; project development; CBCP interface on partner development

Liaisons (2) – facilitate meetings/activities; project proposal review/approval; Staff Administration; inter-Cluster Liaison; Faculty Administration

Program Administrators (6) – Teaching Lecturer Planning, Management and Administration; Academic Program Administration; Student Engagement

Additional Notes: Leadership Team to be known as the “Steering Committee” within the cluster; Administrative Assistant to support IC Steering Committee (aka Leadership Team); Issues to be subject
to IC membership voting; Working teams identified: student engagement; marketing and communications; curricula integration; P&T committee formation; pedagogy.

**Workshop Notes**

**Marshmallow Challenge:** neither team was successful in creating a free-standing structure

**Mission Statement Exercise:** Both teams found the Innovation & Entrepreneurship Mission Statement as less than acceptable. Mean total score was 6.4 with an 8.0 being the threshold for acceptability.

- **High marks:** Easy to Read
- **Low Marks:** Inspiring Purpose; Responsibilities to External Stakeholders; Concentration of Activities; Strategic Positioning; Cluster Culture

**Functional Assignment Exercises**

Function titles generally accepted as defined in the handouts. Group discussion focused primarily on specific process clarity to ensure ICs are involved (consulted) if the accountability is to be assigned outside of the cluster.

Common set of Leadership/Management functions to be used in Leadership Team Roles and Position assignments. Note: A strike-through indicates at least one of the IC teams did not see this function as appropriate for their cluster.

**Academic Program Administration**
- Curriculum Development Management
- Academic Schedule & Resource Coordination
- Faculty Academic Quality Management
- Academic Program Certification

**IC Planning & Expense Management**
- IC Budget Planning and Management
- IC Mission/Vision Statement Evolution
- Resource Strategy & Investment Planning
- Activity, Event, & Project Funding

**IC Activities and Communications**
- Activities & Events Management
- IC Projects Development
- IC Communications Management
- External Partner/Alumni Relations Development
- Faculty Workplan Evaluation
- Faculty Evaluation
- New Faculty Position Hiring & Fulfillment
- P&T Process Management
- Sabbatical Request Management
Faculty Reappointment Management
Professional Development Management
Course Release Process Management
Student Advising Process Management
Pay Increase Process Management
Academic Program Manager Management
Teaching Lecturer Administration

TL Planning and Management
TL Course Assignment
TL Reappointment
Staff Administration
PAT & OS Performance Evaluation
Pay Increase Process Management

Faculty Engagement
IC Faculty/Staff Meeting Management
PSU Meeting Management
IC Committee Creation
Faculty Welfare Management

IC Planning & Budgeting
IC Budget Management
IC Course Fee Management
Expense Reimbursement Management

Staff Administration
PAT & OS Performance Management
Pay Increase Process Management

IC Student Engagement
Student Academic Advising/Mentoring Coordination
Student/Student Group Activity & Program Coordination
Student Escalation Advocacy
Student Transfer Administration

IC Inter-Cluster Liaison
IC Processes Liaison
IC IT Automation Liaison
IC Faculty & Staff Training & Development Liaison
Leadership/Management functions to be considered for reassignment outside of the cluster:

- IC Activities & Events Management (J&S)
- New faculty Orientation (J&S)
- Academic Program Management (J&S)
- Activity, Event, & Project Funding (J&S)
- IC Committee Creation (J&S)
- Faculty Welfare Management (J&S) (TE&SD)
- Student advising Process Management (J&S)
- External Partner Development (J&S)
- Alumni Relations Development (J&S) (TE&SD)
- Resource Strategy & Investment Planning (J&S)
- PSU Meeting Management (TE&SD)
- IT Automation Liaison (TE&SD)

Support Functional Assignment Exercise

**Support Function added:** Supervise/Manage work-study students (J&S)

**Support Function added:** Program Coordination & Maintain Website (TE&SD)

Support functions to be considered for reassignment outside of the cluster:

- Staff Administration Functions (J&S)
- Manage placement exams (J&S)
- Process I9, J3s & other HR functions (J&S)
- Complete contracts & standard performance agreements (J&S)
- Update faculty info on website (J&S)
- Maintain mass email list for department (J&S)
- Process Building key access (J&S)
- Maintain Inventory control (J&S)
- Manage office packing/cleaning (J&S)
- Process van rental requests (J&S)
- Schedule department open houses (J&S)
- Building tours for potential students/parents (J&S) (TE&SD)
- Manage multiple budgets (including gift accts) (J&S)
- Provide Email/MS Office support (J&S)
- Support IT/CTS type of work (J&S)
- Initiate donor thank you letters (J&S) (TE&SD)
- Create PR materials/info sheets (J&S)
- Assist with faculty development request forms (J&S)
- Provide contact/outreach w/accepted or interested students (TE&SD)
- Enrollment reports (J&S)
- Provide General faculty support (J&S)
- Support Grant Administration (TE&SD)
Action Items

- Faculty Cluster listing edit/update
- Provide a list of IC Academic Programs (J&S, TE&SD both completed)
- Update/Correct Academic Majors and Minors (TE&SD completed)

Parking Lot Items

- Consider use of “Steering Committee” instead of “Leadership Team”
- Support role for Center for Business and Community Partnership
- Cluster-specific support from Communications Specialist Corey Hoyt
- Project Focus for Clusters
- Impact of student retention on PSU financials
- Union Impact on Cluster Functions
- Impact of Deans Transition on Integrated Cluster assigned functions
- Increased support from OoAA Budget analyst