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Planning Committee

Campus Governance

4-23-2015

Planning minutes 04/22/2015

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Recommended Citation

Planning Committee, "Planning minutes 04/22/2015" (2015). *Planning Committee*. 68.
<https://digitalcommons.morris.umn.edu/plan/68>

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MINUTES OF THE PLANNING COMMITTEE

23 April 2015

Present: Jon Anderson, Taylor Barker, Michael Eble, Jim Hall, Seung-Ho Joo, Sandy Kill, Jana Koehler, Sarah Mattson, Brook Miller, Gwen Rudney; Guest: Chancellor Jacquie Johnson

Chair Jon Anderson called the meeting to order at 2:05 pm. He introduced the Chancellor and reminded everyone of the topic for today's discussion: Reporting Structure.

Johnson: Organizational Structure

- Ours is unusual in that there are so many direct reports to the Chancellor and VCAA. Reasons: reallocation targets, deficit spending (historical), and emphasis of direct support of mission.
- In the areas of Finance, Facilities (and operations), Institutional Advancement, Enrollment Management, and Student Affairs, it is common for a campus to have a VC or VP for each one.
- The Chancellor feels that she has benefited from direct reports by managers. It may not be ideal, but it works.
- In the recent past, we had an Associate Vice Chancellor for Enrollment Management. This position was lost to budget cuts.
- Lowell was Associate VC for Facilities. He is now VC for Facilities and Finance.
- Maddy Maxeiner was Associate VC for External Relations. Upon her retirement, the position was divided into two Directors.
- This may not have resulted in the best structure, but this is where we are and how we got there. The next question is "Where do we go from here?"

Anderson: We have to play the cards we have. Recurring theme: to provide staff Professional Development so people can be less dependent on Management.

Johnson: There is an aversion to titles on this campus. There is a strong egalitarian ethos. What if we think about using the Provost model? Provost oversees Student Affairs and Academic Affairs. Gustavus Adolphus has the Provost model. Crookston does, sort of.

- Reporting Structure: Don't think it doesn't work. It works because of really good people. Yes, we could do it better.
- Would like to see an Assistant and an Associate Dean in the VCAA office.
- In the Academic area, there is opportunity for very talented faculty to gain administrative experience. Otherwise, on our small campus there are few opportunities for Faculty to get that experience.

Anderson: What about a "Special Response Unit" to handle special initiatives or emergent projects, such as accreditation, or a capital campaign? The Unit would be well experienced in handling these situations.

Johnson: How does this fit with Campus Governance?

Rudney: Increased decision-making power for these distributed positions? Division Chairs – how do they fit? DCs are significant leaders on campus.

Johnson: Greater authority at different levels. The intent is that authority be distributed with responsibility.

- We have Directors that should be at higher rank.
- There once was a VC & DC group – part of the past?
- What are the issues that brought up Organizational Structure? Are people worried about it?

Rudney: The campus community wonders about many dynamics in administrative change on this campus.

Anderson: OK, so we're in this position. How do other campuses handle their needs and problems? There is always local idiosyncrasy. At the moment we know of no specific issues.

Johnson: Structure follows function. At my previous (smaller) University, Division leaders were called Deans.

Rudney: We're not big enough for lots of full-time administration. How does this work with administrative duties and the daily grind?

Johnson: Typically there would be a full time Executive Assistant. At present, Carrie Grussing is assigned to Campus Governance as well as the Chancellor. St. Martin's had a position of VP for Academic Affairs and Dean of the Faculty and a VP for Student Affairs and Dean of Students. These two positions shared one assistant. They eventually added a position at Associate Dean level.

Joo: Does the VCAA need an assistant? In what areas?

Johnson: Bart should decide that.

- I had an Associate Dean at Buena Vista. We shared work based on strengths and interests. There are so many ways to approach this.
- Could see a couple of positions as Associate (sitting faculty) or Assistant Dean.
- What about the 'SWAT' Team?

Anderson: Bart feels enriched by deep involvement (more of an opportunity than a burden), but there are times when big things come up and help is needed.

Johnson: The Chancellor has many duties outside the U. And we do lots of hands-on work on this campus. Some of the Administrative level jobs could be attractive to those interested in Higher Education Administration.

Anderson: Two questions:

- Inside Higher Education piece in faculty involvement via release, and other venues. "Coalition of the willing."
- Issues with campus physical plant; e.g., Blakely.

Johnson: These issues are related to our target enrollment.

- If we grow, we need more housing in the community and on campus.
- We are also struggling for office space.
- On the old public school property, the developer is talking about building apartments on the side closest to campus. There is an opportunity for a university/private partnership.
- We would have responsibility for Student Life.

- Many arrangements have to be made, such as % occupancy, 12-month v 9-month residents, etc.
- Why not build our own? Debt!
- Will we grow? We're working hard to do so.

Miller: Will the developer take a risk on a drop in enrollment?

Johnson: No, we're obligated to whatever deal is made. We would negotiate the best arrangement possible for all sides.

- Off-campus apartments are popular with the older students.
- Money: State Representative Jeff Backer visited the campus recently.
- We gave him a list of needed projects.
- UMM and UMC have projects in an omnibus bill in the House. The U System says that the Regents will decide who gets the money.
- We'd fix up Blakely and Education.
- We also have the potential to raise money through private donors.
- Note: We did not initiate the omnibus bill.
- We are very much in support of the University's budget and the tuition freeze and how important it is to us to get the money back and the switch between HEAPR and R&R.
- We are badly in need of programmatic and infrastructure funds.

Meeting adjourned at 2:57 pm.