

Strategic Implementation Committee

Meeting Report

Meeting Date: February 28, 2022

Items Discussed:

Greg Hartman discussed the “Path Forward” website. Working Group progress reports and SIC meeting reports will be posted on the website, as well as important Path Forward information.

President Banks thanked the Committee for their efforts.

Solid/Dotted Line Structure: Greg Hartman described the dotted/solid line administrative structure. Centralization of University operational services will be implemented using a “matrix management” model, with a dotted/solid line administrative structure. A document illustrating the administrative structure was distributed and discussed. Key points discussed included reinforcing that the day-to-day management and strategic direction of a unit will continue to be the responsibility of the unit head (dean, department head, division/unit head) and to support the unit, the unit head will have direct access to the operational services teams through a dotted line. The unit head makes the request for operational services and the operational services team assigned to the unit is responsible for responding to the request.

In addition to the dotted line to the unit head, the operational services teams will have a solid line to the applicable Vice President, representing the accountability to comply with the strategic direction, operational framework and policy relating to these operational services as set out by the applicable Vice President and to provide excellent customer service to the individual units.

The successful implementation of this model will require communication, coordination, collaboration, and cooperation from all individuals within this structure. The unit head decides what is to be done and makes the request for services; the operational service team decides how to meet that request, providing the highest level of customer service.

HR Update: Damon Slaydon discussed employee transfer principles, in addition to employee transfer templates that will be initiated by the transferring and receiving units and submitted to Damon Slaydon for staff employees and to Faculty Affairs for faculty employees. It is important for HR and Finance to track and document employee moves as they occur or well before. As we move thru the process, the employee transfer templates may need tweaking. Employees can be transferred at any time, but related funding will not change until September 1 (FY23); this will apply to open positions as well. John Crawford will convene a group consisting of Joe Pettibon, Ed Pierson, and Tim Scott, to determine if a flat rate or % rate should be used to determine operational costs associated with employee transfers.

Round table discussion and Q&A.

Decisions Made:

- Templates for employee transfers relating to the Path Forward and a document setting out employee transfer principles were discussed. The templates will be sent to all SIC

members for final input by March 3rd and then finalized and posted on the Path Forward website. As transfer decisions are made, forms can be submitted to Damon Slaydon/Faculty Affairs.

Pending Issues:

- Decide if a flat rate or % rate will be used to determine the associated operational costs for transferred employees.
- High-level functional org charts (top two levels) need to be completed and will be discussed at the March 28th SIC meeting.