MAY 12 | STRUCTURE WORKSHOP | REPORT OUT

Health & Human Enrichment
Graduate vs. undergraduate. Decided that a leadership model would be a “wisdom circle” it’s an interconnected group working towards self-discovery in small groups. Circular structure, meaning to relationships. There’s a lot of cross-pollination across disciplines. Creating safe-space for trust, caring, open to change, self-awareness and mutual support.

• Dedicated meeting time for open meetings
• Solid support staff for making them efficient
• Decision-making authority questions

No singular top authority.

Next Steps: Meet as a full cluster on May 25th – first major gathering as a cluster.

Arts & Technologies
Thinking about new leadership model without a singular leadership person at the top. 21 programs, 50 faculty members. Representative model for leadership doesn’t make sense. Move away from discipline coordinator leadership to task-based leadership model, singular leader of a task. They are a steward to facilitate communication rather than doing the specific work.

Next steps: List of coordinators in cluster, so that they can give a list of their duties. Some of the coordinator tasks may have been missed. Going to create a constitution, declaration of interdependence. Look at leadership models outside of academia for ideas about how companies using processes like agile development, how are they organized without hierarchy?

Need a time for a common meeting. Ask coordinators to schedule courses in a way that there’s a common time for everyone to meet.

Innovation & Entrepreneurship
Think about maintaining current structures, Ed Leadership (25 programs, 12 into the cluster) joining with COBA (8 programs). Hybridized the two areas. Adopt the EdL program director model, faculty is nurtured on outside of spokes. Operational functions in the middle circle (COBA has 5 directors), operations, teaching, student, engagement, etc. In the center is the functional area, admin tech, org. behavior, communication, finance.

Next Steps: Prototype and test. Pull together folks involved and drill down to see if this works.

Exploration & Discovery
Work away from offering specific proposals because of where they are in the process. Discussed overall goal in this. It’s ultimately to do cluster education/interdependence and offer students more real opportunities for learning. Concerns:

• Asymmetries across clusters, worry that a similar structure for all clusters won’t work
  o One representative per cluster might not work around fairness
  o Less than 5% of membership isn’t at the table
  o Begun discussing piloting
Committed to working on this early in the summer

- June proposal for pilot cluster model along with resources needed, launch in the fall. Council working on proposal will represent disciplines, at-large members include staff and other folks. 7 full-blown different models proposed at the last session.

**Justice & Security**
Began thinking of team leadership, the more we realized one person should be responsible at the cluster level. Envisioned structure with program coordinators, retain discipline responsibilities. Others pushed up to director and down to faculty with more responsibility for daily functions. Delegated some responsibilities to AA that made sense. Questions around FT vs. PT faculty role for Cluster Director.

*Next Steps: We’re having a retreat for more input from faculty. Make use of existing structures on campus like student success.*

**Big Structure**
Problem solving machines to make students that are world problem solvers. Translate models. Discussed core competencies for students.

- Focus on student outcomes, core competencies, how to support those and overarching goal of clusters. Broader perspective (who, what, where, how), how we meet benchmarks and assessment values.
- Who and why. Common interconnections among clusters, common vision and mission. Work readiness was a theme.
- Interdisciplinary majors, cluster projects
- Benchmarks, guidelines
- That I may serve. Collaboration, problem solving, service.

What’s consistent throughout the clusters? Produce a structure with benchmarks for engagement. *Next steps: how we collaborate, how we tackle projects, competencies.*

**Challenges:**
- How do students gain skills to then work on these projects?
  - 2-year foundation
- What are faculty buy-in for relating goals of cluster, university, and themselves?

**NEXT STEPS**
- Cluster Leadership Design
- Workshops/Training
- IT Project Support/Institutional Logistics
- Curriculum/GenEd/FYS