

## Provost's A&S Strategic Planning Committee Meeting 6.9.22

### Meeting notes

- A. Aaron Rollins shared a divisional model proposal that emphasized ways the college could utilize the existing A&S structure to improve multiple aspects of its operation ([see attached](#)).
- B. Rollins' proposal outlined actions to take that fall under four pillars: Empower All, Enforce Accountability, Entrust the Divisions, Expect and Encourage Excellence.
- C. Rollins stated that A&S is too large for a one-size fits all approach. There has been a lack of continuity throughout the college's history and some college policies don't seem to coincide with university policies. Due to being too large, there are many inefficiencies and things aren't able to happen as quickly as they should in the college.
- D. Rollins brought up that the UBM restructure that occurred in the college was a disaster and should serve as a warning for any other restructuring attempts in the college. Additionally, he stated that there's a lack of accountability at the local level and there are things college leadership should do to address that.
- E. A committee member suggested that faculty should be incentivized to improve their performance, such as incentives for attending the Delphi Center's training for faculty. They suggest looking into incentives instead of penalties when considering ways to improve faculty accountability.
- F. Another committee member suggested a phased approach where multiple incentives and discussions can happen with a poor-performing faculty member and then the last resort would be penalizing the faculty member.
- G. Committee members asked Rollins a variety of questions about his proposal. Questions centered around student retention, faculty accountability policies, department chairs and research funding.
- H. Rollins expressed his view that this committee should work out a divisional model as stipulated by the college's existing by-laws which allow for the department chair role to continue.
- I. A committee member expressed support for Rollins' proposal and thinks his model could allow the college to start with baby steps toward a larger, future change. They also think it is highly important that a very tight definition be created of what a poor performer is.
- J. The provost shared that he and David Schultz have a meeting next week with Reno's provost and requested that all committee members send in their questions about that model (presented two meetings ago). Shultz added that they intend to specifically ask about the way Reno organized its degree programs.
- K. The provost shared his thoughts about what next steps could look like for the committee. He suggested the group soon break into separate subcommittees to dive deeper into the aspects of a divisional model. Committee members expressed their preference that a single divisional model first be generally agreed upon and then the subcommittees could be formed in response to the main questions/concerns the committee has around fleshing out that proposed model.
- L. The committee generally supported the proposals presented by David Schultz and Aaron Rollins, so those two committee members agreed to work on fusing together their very similar models, present that to the group next week and then at that meeting break into subcommittees that dive deeper into key focus areas/concerns of that model. David Schultz, Aaron Rollins and Juli Wagner will work together on fusing the proposed divisional models.

M. A committee member requested that the proposal state how the model meets all the goals of the college and that it please outline the related costs (direct and indirect), proposed length of time and all action steps required.