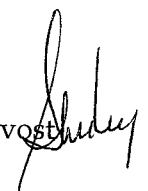


June 26, 2013

TO: Deans and the Ideas to Action (i2a) Task Group

FROM: Shirley Willihnganz, Executive Vice President and University Provost 

RE: NEW i2a LEADERSHIP STRUCTURE

Through your work in collaboration with your faculty colleagues and the project executive director and staff, the university has completed its fifth implementation year for our quality enhancement plan (QEP), Ideas to Action (i2a). The QEP Impact Report was submitted in March 2013 as part of the university's 5<sup>th</sup> Year Interim Report to SACS-COC.

This memorandum introduces a new leadership structure in order to support the goals and priorities for Phase II of the i2a initiative, 2013-2017.

During this next phase of i2a, undergraduate academic units and programs will be charged with providing unit/department-level leadership for the intentional and sustained incorporation of i2a concepts into unit curricula and activities. The current i2a Task Group would become a university-wide steering committee providing guidance and support for the unit/department i2a initiatives. Membership for both committees would be on a rotational basis.

This new charge for the unit/department-level leadership and the i2a Task Group will aid the units in creating clear, consistent measurable targets for sustained, full integration of i2a outcomes and develop a robust learning environment to support faculty and students' awareness of, and engagement in, i2a priorities, curricular structures and assessments.

### **Deans and Academic Units**

As provided by the REDBOOK and established practice, changes to the curriculum, degree programs and unit policies for the implementation of the i2a plan are the responsibility of the unit faculties. Unit progress on the implementation and assessment of i2a outcomes shall be an element in the provost's evaluation of deans of units with undergraduate programs.

Appropriate participation in and contributions to inter-unit collaborations for the success of the plan shall be an element in the provost's evaluation of all deans. Deans with undergraduate programs will be asked to 1) form a unit/department-level i2a leadership committee for i2a initiatives and 2) assign a faculty member to serve as a liaison, called a Faculty Facilitator, to the university-wide i2a steering committee. It is desirable that the unit's designated Faculty Facilitator also has a seat on their unit-level i2a leadership committee in order to provide

coordination and communication between the steering committee at large and the unit-level activities.

### **The Unit-Wide i2a Leadership Committees**

Each dean will establish an i2a Leadership Committee comprised of faculty and staff representatives from across the unit/department. It is desirable for Leadership Committee members to have actively participated in i2a initiatives in the past, including the Task Group, i2a learning communities, i2a Institute, SUN Grants, and/or i2a scholarly projects. Ideally, the chair will have prior experience with the implementation and assessment of i2a outcomes and be prepared to serve as an advocate for i2a work across the unit. The members of each Leadership Committee are expected to collaborate with relevant unit personnel and administrators in order to demonstrate the sustained integration of the i2a outcomes: critical thinking (including the culminating undergraduate experience) and addressing community issues; it is ideal to appoint one member of the Leadership Committee to serve as the unit's Faculty Facilitator who sits on the i2a steering committee.

The i2a Leadership Committee within each unit is expected to formulate timely, locally-relevant annual goals and launch activities in response to the i2a Steering Committee's vision of full integration of i2a by 2017. Specifically, the Leadership Committee will:

- Direct activities to support the continued implementation of i2a outcomes, including setting annual implementation goals.
- In consultation with i2a and OAPA staff, develop direct, program specific, authentic measures and targets to assess student achievement of the i2a outcomes.
- Organize and share reporting at two levels:
  - Periodic updates on the progress and challenges of the unit's i2a work
  - Annual report on the progress of i2a outcomes using the university's assessment software with a focus on direct measures of student learning
- Support the permanent, sustained incorporation of i2a outcomes in the unit or department.

### **i2a Partners**

A similar leadership structure is proposed for i2a partners in the area of Student Affairs; Enrollment Management and Undergraduate Affairs; Diversity and International Affairs, and, Health Affairs.

### **The i2a Steering Committee & Faculty Facilitators**

The executive director of i2a will establish a new, smaller university-wide i2a Steering Committee in order to guide the implementation of Phase II priorities and to provide support and guidance of the i2a Leadership Committees at the unit/department level. The steering committee will create a protocol to allocate funds to the units to support their i2a implementation and assessment activities.

The i2a executive director will regularly convene this new Steering Committee beginning in Fall 2013 in order to advise i2a staff members on the strategic direction of the initiative and identify infrastructure and resources required by the units/departments in order to successfully complete their i2a integration goals by 2017. A dean-appointed Faculty Facilitator will serve on the Steering Committee and on i2a subcommittees as needed.

Participants on the i2a Steering Committee will include:

- Vice Provost for Undergraduate Affairs
- Associate Provost and Executive Director, Delphi Center for Teaching and Learning
- Unit/Department Faculty Facilitator from these units:
  - Arts and Sciences (with additional representatives for a total of 2-3)
  - Business
  - Dentistry
  - Education and Human Development
  - Kent School of Social Work
  - Music
  - Nursing
  - Public Health
  - Speed School of Engineering
- Associate University Provost for Academic Accountability, Institutional Research and Effectiveness
- Faculty Senate representative
- i2a Partners leadership committee representative
- Members of the i2a staff team
- Student representative
- Office of Community Engagement representative
- Part-time Faculty representative
- Executive Vice President for Research and Innovation representation

The i2a Steering Committee members may also advise the i2a staff on the recruitment of other members, including additional representatives from the university's academic or administrative units or from community partners or external agencies, sufficient to complete its responsibilities and staff its subcommittees and other dependent bodies.

The i2a Steering Committee and staff team will utilize other campus resources as needed to fully accomplish the i2a outcomes.

### **The i2a Staff Team**

The executive director of i2a is charged with the overall implementation and administration of the i2a initiative. The i2a executive director leads the i2a staff team and ensures the work of the program meets SACS-COC requirements. The i2a staff team will consult regularly with members of the Steering Committee on the priorities and strategic direction of the initiative, subject to the approval of the provost. These staff members will be designated liaisons for units/departments and meet with unit/department-level Faculty Facilitator as needed in order

to provide guidance, resources, support, updates and expectations regarding i2a implementation plans and assessment protocol.

### **Annual Reporting**

The i2a staff team will collaborate with the Steering Committee to make public an annual report, including data from the unit Leadership Committees. The Steering Committee will annually evaluate its own effectiveness and continue to gather formative feedback on the progress of the initiative. Other review and assessment processes of i2a may be instituted as necessary.

Thank you for your support of the university and its students through your service on the Ideas to Action (i2a) university-wide Steering Committee and/or unit/department Leadership Committee.