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Transition Leadership Team (TLT) Charge

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May 5, 2017

Dear President Birx,

Pursuant to your request, we offer the following advice about transitioning the campus to clusters. We recommend the creation of a group that for purposes of this report we call the Transition Leadership Team (TLT).

Composition and Constitution:

- The TLT shall be comprised of ten members: three elected faculty, one appointed administrator, and 3 OS and 3 PAT members drawn from different divisions and units so as to represent a cross-cut of campus knowledge and experiences (e.g.: Student Affairs, Financial Affairs, etc.).
- The chair shall be a faculty member elected by the committee.
- Each constituency should determine the manner in which their members will be chosen to serve. Faculty members of the TLT will be elected. Nominations should be complete no later than May 10, with elections to be held (via electronic ballot) during the week of May 15.
- The first meeting will be convened by the president and should occur in the week after graduation. That meeting, and others as necessary, will be conducted with the aid of a facilitator.
- Members should serve initial terms of two years.
- Faculty will be compensated for summer work and afforded a flexible work plan for the academic year. Workload probably will consist of bi-weekly meetings in the summer (augmented by occasional retreats) and regular meetings in the academic year; all members will be expected to conduct some work outside of meeting times.
- The Academic Operations Manager should attend meetings.
- The TLT will report directly to the president.

Qualifications of members.

Ideally each member will possess:

- A stewardship ethos/mindset. Such individuals are able to focus on aspects which benefit the larger institution, rather than their own areas of work, disciplines, departments, or individual divisions. Members should be able to apply their knowledge and experience to working on new visions.

- A strong work ethic including but not limited to: regular attendance at meetings; preparing for and actively participating in meetings; and a commitment to completing all necessary work.
- Effective communication skills for collecting and disseminating information amongst and between their constituents and the TLT. A commitment to fostering communication is essential.
- Strong collaborative skills and the ability to work well with others.
- Integrative thinking that moves across discipline, division, and/or current structures.
- Broad experience in various areas (e.g.: leadership, curriculum or structural design and revision, finance, engaging students, etc.).
- The ability to conceptualize and embrace inclusive processes and procedures for the transition.

Charge

The TLT shall:

- As a first step, come to a common understanding of the goals of the Cluster initiative and communicate to the broader university and leadership, the TLT's common understanding; including the implications for the transition and reorganization of the University to a Clustered/new organizational structure.
- Establish formal and informal communication processes, with their constituents and the whole campus.
- Establish a timeline and mechanisms for accountability.
- Map out all the various groups currently working on Cluster goals, determine where there are duplications or groups working at cross purposes, and work with those groups to improve efficacy.
- Work through existing channels and groups where possible to achieve goals, as well as recommend new groups and structures.
- Collaborate closely with the president throughout all phases of this work. The purpose of the Transition Leadership Team is not to produce a final report, but to continually facilitate the achievement of the Cluster initiative's goals.
- Recommend actions to the president.
- Disband at the close of five years.

Sincerely,

Lourdes Aviles

Joe Boyer

Pat Cantor

Mary Cornish

Scott Coykendall

Eric Hoffman

Annette Holba

Karolyn Kinane

John Krueckeberg

Cathie LeBlanc

Ann McClellan