

ATTACHMENT B

SPDP CHRONOLOGY OF MAJOR EVENTS

SOUTHEASTERN PROFESSIONAL DEVELOPMENT PROGRAM

CHRONOLOGY OF MAJOR EVENTS

2009-2010 Seeding process for transformational change initiative begins -- twenty-one faculty, staff, and administrators attended a variety of seminars through Harvard and Vanderbilt including Institute for Educational Management, Leadership Institute for Academic Librarians, the Art and Craft of Discussion Method Leadership, Institute for Management and Leadership, Management Development Program, Surviving and Thriving in the New Normal, Crisis Leadership in Higher Education, Inner Strengths for Successful Leaders

July 2009 Final revision of statement of primary responsibility of executive leadership team reflecting values, expectations, and principles that should guide the team's behavior and performance

September/October 2009 Administrative Council survey and reorientation; new format and developmental orientation for Executive Team

Fall 2009/ Spring 2010 Developmental sessions for executive team conducted on such topics as Current Economy and Financial Fundamentals, Strategic and Operational Planning, Mapping and Networking External Relationships, Leadership/Vision/Values, and the Changing Higher Education Environment

Spring 2010--Spring 2011 Background materials and case studies discussed with Executive Team, Administrative Council, Faculty Senate Executive and Budget Committees, and Student Government Association; case studies included SOSU and Oklahoma's Budget Crisis (Parts A-C) and SE Organizational Structure Redesign and Transformation; summaries and worksheets carried forward from individual sessions with the different groups

June 2011 Pre-briefing conducted for program participants and facilitators; Facilitators=core learning disciplines, discussion and participant learning, importance of planning for the session, session considerations, preparation for questioning and transitions, ending the session, and advance preparation and study; Participants=a renewed initiative in 2009, reached new point of convergence, opportunity to reflect on our contemporary leadership challenges, one important reference point (Bolman and Deal organizational frames), background materials and cases, and suggested guidelines for preparation

June 21, 2011 Major work session with program participants organized into eight teams with facilitators with assistance provided by Dr. Jim Honan, Harvard Graduate School of Education (HGSE)--agenda included expectations, organization frames, case study on SE Organization Structure Redesign and Transformation, small group discussion and feedback session, large group discussion, common themes/direction/take aways, and next action steps

July/August/September 2011 Facilitators met with teams to complete project assignments from June -- action plan projects, develop reorganization scenarios to move university forward, and key performance indicators; resource materials used -- action planning and implementation checklist, SE vision/mission/strategic goals, dominant written narratives from 6/21, and University key performance indicators

September 30, 2011 Workshop utilizing all input from teams and analysis frameworks for assignments -- categorization of 33 short term action plans; discussion of 11 basic reorganization scenarios (structural, process, alignment); and key performance indicators (university-wide, site-delivery method, department, section/unit)--general themes emerging from structured group process=student fiscal management/student billing; community/service engagement-service/volunteerism; communication/morale/information dissemination; academics/class scheduling/student resources-recruitment; faculty issues/morale/recruitment&retention; campus appearance/improve campus image/campus beautification; and marketing/social media/identity

November 10-12, 2011 Major three day work session with presentation of action plans and reorganization scenarios by eight teams; three facilitators from Harvard Graduate School of Education assisted (Judy McLaughlin, Joe Zolner, and Jim Honan); action plans developed in the areas of academic planning and programming, civic engagement, I AM SE (campus beautification), True Blue campus/community project--new mascot, salary/morale, master planning calendar, development of a founder's day event (SE history and identity), and internal communications; four alternative reorganization scenarios were discussed; listing of key performance indicators distributed for further refinement

December 2011 Reorganization announced after reviewing number of models--determined that best fit would include a flatter structure with significant enhancement of communication, coordination, and connectedness; increased speed and flexibility in adapting to rapidly changing conditions; and empowering individuals to expand their

future leadership roles and capabilities in exercising constructive and innovative ways that will impact the University's ability to move forward with its vision and mission well into the future---the following changes were announced effectively immediately:

- *School Dean positions are eliminated; School administrative/operational support will remain intact as coordinated through Departments and the Dean of Instruction

- *Dean of School of Arts and Sciences will now serve as Dean of Instruction reporting to the Interim Vice President for Academic Affairs

- *Dean of School of Education and Behavioral Sciences will now serve as Staff Assistant to the Interim Vice President for Academic Affairs

- *Dean of Enrollment Management who had reported to the President, will now report to the Vice President for Student Affairs

- *Director of the Continuing Education and Career Management Center who had reported to the Assistant Vice President for Academic Affairs/Support, will now report to the Executive Director of University Advancement

- *Matrix and cluster overlay organization designs will be used as needed on a project/cross-functional team basis

Spring 2012--Fall 2013 Action learning laboratory and dedicated website (using Blackboard) established for team use in refining short term action plans and implementation details; program outcomes continue to be communicated through various means; convergence of all initiatives stressed in communications--Higher Learning Commission (HLC) accreditation, Southeastern Organization Leadership Development Program (SOLD), ongoing faculty/staff efforts, individuals participating in institutes/development opportunities, and internal case studies and related discussions; 30 long term action plans in final preparation stage to integrate in next strategic planning cycle (2015-2020) consistent with HLC accreditation process

Major Southeastern Professional Development Program outcomes have included new academic planning and review processes, I AM SE (campus beautification) project, increased civic and community engagement, True Blue campus/community initiative, a new mascot, development and implementation of a campus master planning calendar, development of a Founder's Day event to commemorate Southeastern history and identity, and a new internal communications system (Yammer); consecutive stipends/salary adjustments; revision of tuition waiver benefit for eligible dependents; assist in the creation of a new shared governance forum format; and regular meetings established with important constituencies (executive team, administrative council, faculty senate, AAUP chapter, and student government association)