“Culture does not change because we desire to change it. Culture changes when the organization is transformed – the culture reflects the realities of people working together every day.”

– Frances Hesselbein
Transforming students’ learning into **Passion, Power, and Purpose**
Guiding Principles for Redesign Process

- Student success defined broadly and inclusively
- Healthy, caring, and collaborative work environments
- Efficient and ingenious resources management
- An agile organization committed to integrating core student affairs competencies with a diversity of approaches to meet the needs of diverse stakeholders
- Commitment to campus shared governance structures and campus core values

Transforming students’ learning into **Passion, Power, and Purpose**

- Completed full organizational review with input from diverse internal and external stakeholders
- Produced and distributed Kuk report
- Achieved broad consensus across campus constituencies and governance structures
- Identified Kuk Report Model 3 Option 1 (*five direct report clusters*) as foundation for final organizational structure
- Established a webpage to communicate regular updates on reorganization process
Contextual Influences on Reorganization Process

- Campus Strategic Plan
- HR Review Working Groups - Buck Consultants Report
- Joint Task Force on Resource Allocation
- Shared Governance Agreement
- Stakeholder feedback incl. unions, student governance, etc.
- Academic/Fiscal Schedule
- Program Reviews/ADQAD
Next Steps for Reorganization

- Feedback
- Finalize cluster composition
- Additional Feedback
- Review roles and responsibilities within each cluster
- More feedback
- Implementation planning
- Even more feedback
- Assessment planning
- Implementation begins
Small Group Discussion: Model 3 Option 1

- What is your feedback on clusters and how they are organized?
- What changes, if any, do you think should be made?
- Are there any programs or topic areas that should be included that aren’t?

Please write a synopsis your group’s recommendations and feedback on the paper provided. If you have individual feedback, please write on index card(s) and add to envelope. Place in manila envelope at the end of SALAD. Feedback will be collected and reviewed to assist with final decision-making and planning next steps. An aggregated list of feedback will be posted on the SACL Reorganization page on the Student Life website.
## SACL Decision Making

<table>
<thead>
<tr>
<th>SACL Feedback</th>
<th>SALT Recommendations</th>
<th>Vice Chancellor Decision</th>
</tr>
</thead>
</table>
| • SALAD Meetings  
• Website  
• Email Solicitation  
• Open Forums | • Consultation with stakeholders  
• Unit leadership meetings  
• Recommendations to VC | • Consultation with campus leadership  
• Addl. consultation with stakeholders |

- **SACL Feedback**
  - SALAD Meetings
  - Website
  - Email Solicitation
  - Open Forums

- **SALT Recommendations**
  - Consultation with stakeholders
  - Unit leadership meetings
  - Recommendations to VC

- **Vice Chancellor Decision**
  - Consultation with campus leadership
  - Addl. consultation with stakeholders
SACL Reorganization Next Steps

Step Three
Determine Model
- SALT Consultation
- Chancellor Review
- Chancellor Decision

Step Four
Identify Clusters
- Identify clusters
- Identify cluster leadership
- Obtain feedback on cluster composition
- Review roles and responsibilities within cluster

Step Five
Implement Clusters
- Host day-long individual cluster retreats
- Create or review mission/vision for each cluster
- Establish success criteria/goals/timelines
- Form staff implementation advisory group
SAACL Reorganization Next Steps

- Compile implementation plans from each cluster retreat
- Integrate cluster plans into an Executive Area plan
- Review roles and responsibilities within cluster
- Identify needed resources (e.g., new staff positions)
- Finalize Executive Area implementation plan and share widely

Implementation Begins

- Implement work design and balance workload issues
- Identify any additional needed resources (e.g., new staff positions)
- Create processes to ensure open feedback to support implementation process

Assessment

- Develop an internal organizational assessment process to monitor progress toward redesign goals
- Create open feedback communication channels
- Ensure nimble response to feedback
Thank you for the collective input, engagement, good will, commitment, and thoughtful feedback that you have provided so far.

- The Student Affairs Leadership Team (SALT)