“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
UMass Amherst

SACL – Where we started

Executive Area
- Assessment: Development; HR & Budgeting; UAB Appeals; Professional Development; VC office staff; Student Affairs Technology Services (SATS)

Director of CCPh
- Center for Counseling and Psychological Health (CCPh)

Executive Director of Residential Life
- Facilities Operations
  - Finance and Human Resources
- New Students Orientation (NSO)
- Office of Parent Services
- Residence Education
- Student Services
- Technology Services

VC Student Affairs
- Dean of Students
- AVC for Student Development
- Career Services
  - Center for Early Education and Care/Office of Family Resources
  - Center for Health Promotion (CHP)
  - DOSO – Conduct
  - DOSO – Support Services
  - Graduate Student Life
  - Off Campus Student Services
  - Transfer Students

Center for Student Businesses
- Center for Educational Policy Advocacy (CEPA)
- Center for Multicultural Advancement and Student Success (CMASS)
- CSD Business Center
- Center for Women and Community (CWC)
- Daily Collegian
- Stonewall Center
- Student Activities and Involvement (incl. Office of Fraternities and Sororities, Office of Religious and Spiritual Life, Student Government Association - SGA, University Programming Council – UPC)
- Student Bridges
- Student Union Art Gallery
- Student Union Craft Center
- Upward Bound
- UVC-TV 19

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
- Finalized SACL clusters
- Cluster retreats and inter-cluster dialogues
Feedback Structure: Jan. 2014 – May 2014

- **SACL Feedback on Cluster Organization**
  - SALAD Meetings
  - Website
  - Email Solicitation
  - Open Forums

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

- **Vice Chancellor Decision**
  - Consultation with Chancellor and other campus leadership
  - Addl. consultation with stakeholders
SACL – Current Model
Guiding Principles for Redesign Process

Some Principles Resonated Strongly during Retreats...

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

Some of our shared practices

- Use a holistic approach to support and meet a range of students’ basic and developmental needs, including student transition, growth, crisis, accountability, etc.

- Support students by creating welcoming, safe & empowering spaces on campus

- Create connections with students and help them to connect with each other, with opportunities, with other campus resources and the larger community

- Advocate for student friendly systems and processes
Some of our shared *principles*

- Improve campus climate and culture
- Be leaders and resources for students, colleagues, and the institution
  - Respected and recognized for our contributions and expertise -- including how to work with students
  - Consulted for input on university planning, policies & practices
  - Share and assist each other
- Build community
Cross-Cluster Common Needs

Some shared *needs* for our clusters

- Regular cluster meetings
- Frequent, timely, and transparent communications within the cluster
- Cluster communication structures
- Cluster staff training opportunities
- Stronger & deeper relationships with each other
- New relationships with each other
- Greater knowledge of cluster colleagues and their work
What can we work on over the next 6 months?

Develop Framework & Norms for Our Cluster

- How do we begin to organize as a cluster?
  - System of meetings within the cluster
  - What type of leadership is necessary right now?
- How will individuals be trained, developed, and supported to be most successful in achieving cluster & organizational goals?
- How will we assure frequent, timely, and transparent communications within the cluster?

- What are our most challenging silos, and what are the first steps to breaking them down?
- How can we begin to share information about our expertise, knowledge, research, best practices, programs, issues with our colleagues within the cluster?
- What steps can we take to understand, anticipate and plan for our changing student needs?
- What things can we do to build trust throughout the cluster, inclusive of everyone?

How can clusters define/redefine cluster missions, roles, responsibilities, values, priorities within the larger SACL structure?
How can we start defining collaboration?

- **Within** our cluster?
- **Beyond** our cluster?
Next Steps for Reorganization

- Analyze cluster data and report to SACL
- Review roles and responsibilities within each cluster
- Clarify leadership roles and meeting schedules
- Implementation planning
- Assessment planning
- Implementation begins July 1, 2014
- Matrix pre-planning
- Other needs?