



ANNUAL MEETING

Columbus, Ohio
October 1-3, 2017

EXPLORE. EMPOWER. ENRICH.

A MODEL FOR RECONCILING COMPETING DEMANDS BETWEEN SHARED AND ADMINISTRATIVE GOVERNANCE

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ISSUES



- Imbalance (perceived) in administrative v. faculty governance
- Siloed departments





RESULTS



- “Work” of the college felt “layered” on departmental work/priorities
- No sense of ownership & promotion of college-wide goals/initiatives
- Departments viewed administration as “them”
- Dean wrote the strategic plan
- Ineffective committee structure
- Concerns about uniformity, compliance, risk management





SOLUTION

- Introduced Collaborative Governance Structure
 - Complete reorganization of committee structure
 - Wide spread publicity
 - Training
- Created expectations
 - All participated





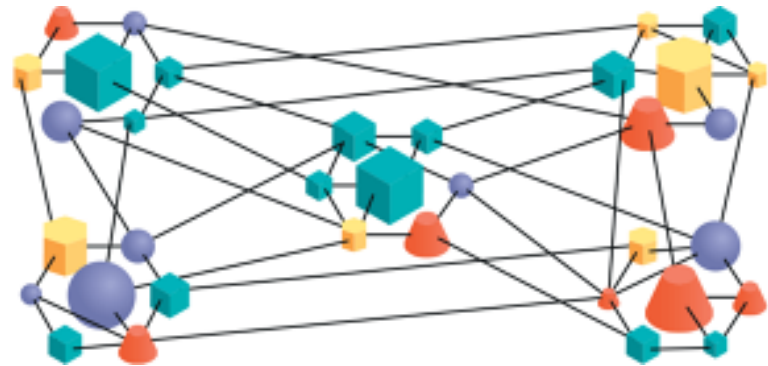
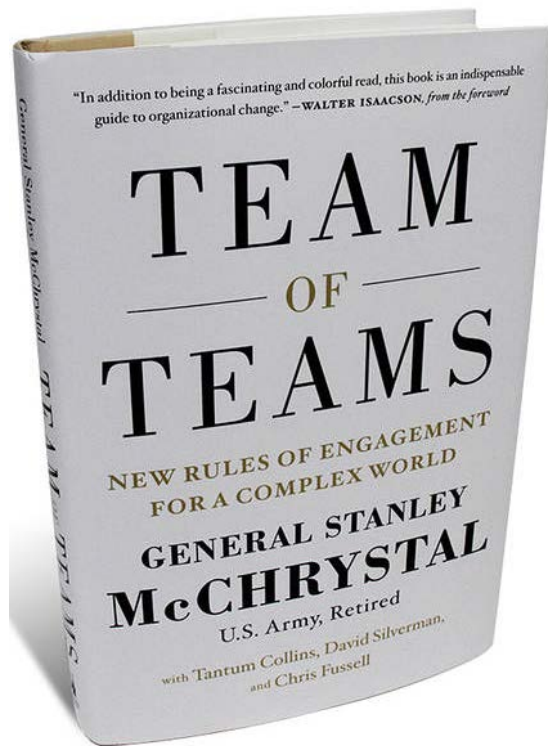
GOALS OF NEW STRUCTURE

- **Collaborative Governance Model to:**
 - conduct the administrative work of the CAHP
 - ensure completion of the operational strategic initiatives
 - distribute responsibility and accountability across the members of the CAHP
 - engage the faculty and staff in activities commensurate with their expertise and interests
 - ensure consistency (uniformity) in policy and process development and implementation across the CAHP
 - ensure compliance with all University and UNMC policies and procedures





BASED ON...



An application of principles outlined in the book, "Team of Teams"





KEY THEMES

“**Shared consciousness** is a carefully maintained set of centralized forums for bringing people together.

Empowered execution is a radically decentralized system for pushing authority out to the edges of the organization.” *p. 245*





ELEMENTS OF SHARED CONSCIOUSNESS

“The primary responsibility of the new leader is to maintain a holistic, big picture view, avoiding a reductionist approach, no matter how tempting micromanaging may be...The leader’s first responsibility is to **the whole.**”
p. 232



“Shared consciousness demanded the adoption of **extreme transparency** throughout our force and with our partner forces.” *p. 163*

“Shared consciousness meant that people at every level on our org chart now enjoyed **access** to the kind of perspective once limited to senior leaders.” *p. 216*

“Functioning **safely** in an **interdependent** environment requires that every team possess a holistic understanding of the interaction between all moving parts. Everyone has to see the system in its entirety for the plan to work.” *p. 141*



EMPOWERED EXECUTION

“An organization should empower its people, but only *after* it has done the heavy lifting of creating shared consciousness.” p. 244





Why Now?



- New College
 - Have achieved an element of shared consciousness over past 10 years; need to implement mechanism for empowered execution
- Getting larger and more complex
 - Increased demands for compliance, uniformity, efficiency
 - Need system for gaining broader input
- Time is “speeding up”... need for quicker decision making
- Need for more comprehensive information sharing





Process Improvement

- **The new collaborative governance committee structure will:**
 - Create a formal mechanism for providing input to a variety of significant administrative issues & questions pertaining to the operation of the CAHP (opportunity to share best practices)
 - Create a formal mechanism to ensure that all perspectives are heard and carefully considered in the process of coalition building
 - Create a formal mechanism to align the interests/needs of the individual programs into collective policy and practice within the CAHP
 - Create a formal mechanism for the members of the CAHP to implement change





Proposed Outcomes

- Improved **COMMUNICATION**
- Culture of **COLLABORATION**
- Collective **OWNERSHIP** of information, strategic plan, policies & procedures, and governance
- **ALIGNMENT** between programs
- **TRANSPARENCY**





DELIBERATIVE DECISION MAKING

○ Principles

- Commitment to public discourse

for the purpose of...

- Collective evaluation of multiple alternatives

which requires participants to...

- Purposefully distance or suspend personal interests in the interest of careful scrutiny of all positions

with the presumption that...

- Existing positions (interests) should be “revisable” in light of collective discussion and debate

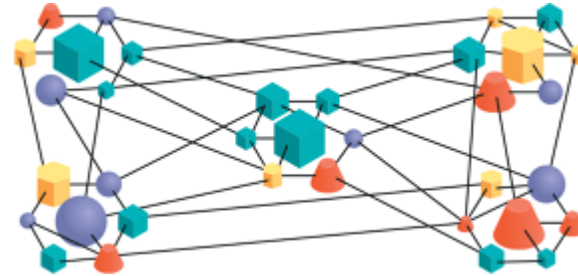


KEY: Deliberative decision-making is NOT consensus building or majority rule





COMMITTEE ENGAGEMENT



**Shared
Consciousness**

**Empowered
Execution**



Communication

Collaboration

**Collective
ownership**

Alignment

Transparency





IMPLEMENTATION PLAN

o Timeline

- **AY 2014-15:** Leadership Council developed Strategic Guidance document with Rebel Interactive
- **AY 2015-16:** Leadership Council developed and approved the proposed new committee structure
- **June 2016:** Proposed structure introduced at CAHP-wide Strategic Planning Day; Modifications discussed; All members of the CAHP signed up for one or more committees
- **September 2016:** Committee structure discussed at Annual State of the College Address; All members of CAHP reviewed preferred committees
- **September 2016 - November 2016:** Committee Structure finalized; Initial training developed
- **November 2016 - December 2016:** Training delivered
- **January 2017:** Implementation of new CAHP Committee Governance structure
- **April 2017:** First O & I meeting & Evaluation
- **May 2017:** Introduction of “Committee Minute”
- **August 2017:** Second O & I Meeting and Evaluation





TRAINING AND ASSESSMENT

Training

Leaders/Facilitators

- Evidence-based meeting design
- Facilitating conversation to support deliberative decision making

Members

- Meeting preparation
- Participation in deliberative decision making

Assessment

- Progress toward improved communication and collective ownership
- Committee effectiveness and performance
- Continuous quality improvement
- Employee engagement survey results

Additional training, consultation, and support as needed





STRUCTURE

- All faculty and staff serve on at least one committee

- Two ad-hoc committees
- Ten standing committees
 - Two have 3 sub-comm
- One chair, one staff support, from 4 – 10 members each with both faculty and staff as appropriate
- Committees meet as needed, about half meet monthly, others may only meet annually
- Structured meeting agenda and notes templates





COLLABORATIVE GOVERNANCE COMMITTEES

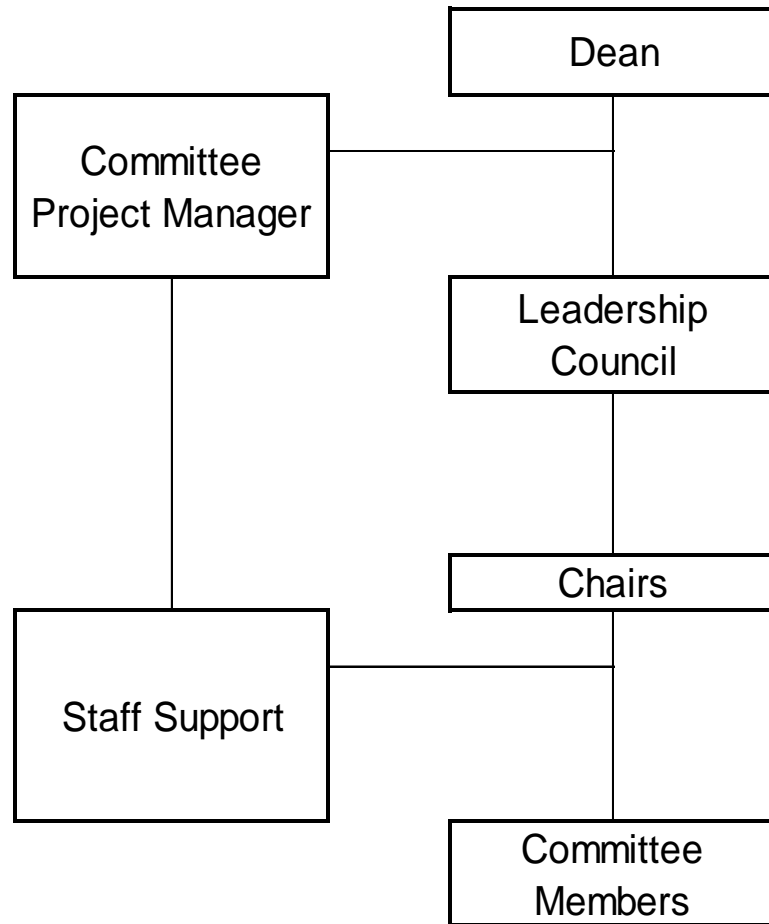
- Academic & Student Affairs Committee
 - Admissions Subcommittee
 - Academic Progression & Student Success Subcommittee
 - Student Wellness Subcommittee
- Alumni & External Relations Committee
- Assessment & Outcomes Committee
- Clinical Affairs Committee
- Communication & Marketing Committee
- Curriculum Committee
- Faculty Promotion & Continuous Appointment Committee
- Financial Stewardship & Operations Committee
- Recognition & Retention Committee
 - Employee Wellness Subcommittee
 - Awards Subcommittee
 - Onboarding Subcommittee
- Research Development & Management Committee
- Student Discipline Hearing Board
- Faculty-Student Appeals Committee





Track all meetings,
action items,
agendas, minutes,
oversees AHOI
meetings and
SharePoint site

Prepare agendas,
take and disseminate
minutes, post to
SharePoint



Approve/Reject
Proposals

Review committee
proposals,
recommend action to
Dean

Provide leadership
and expertise

Conduct the
business of the
committee





Communication

- **Essential to creating shared consciousness**

- Allied Health “Operations & Intelligence”
 - AHOI
 - 3 meetings/year
- Committee Minute
- SharePoint
 - Committee membership & charge
 - Scheduled meetings, agendas, minutes
 - AHOI slide decks and handouts
 - Newly developed policies/procedures





Committee Minute

o <https://youtu.be/x9yTBxcC1dA>

Quick Steps: Accreditation, Team Email, Reply & Delete, To Manager, Done, Create New, Move, Rules, OneNote, Unread/Read, Categorize, Follow Up, Search People, Address Book, Filter Email

Current Mailbox: By Date Newest ↓

3:02 PM
2:40 PM
2:38 PM
2:35 PM
2:16 PM
2:06 PM
12:26 PM
11:34 AM
11:30 AM

Reply Reply All Forward
Mon 6/26/2017 10:44 AM
Michael, Kimberly K
Committee Minute from the Reward and Retention Committee
To CAHP Faculty and Staff
Follow up. Start by Monday, June 26, 2017. Due by Monday, June 26, 2017.
Unsubscribe
CAHP,
Here's your Committee Minute from the Reward and Retention Committee:

<https://youtu.be/HclxRtm2o5U>
Thanks,
Fran Higgins, MA, ADWR
Communications Specialist
College of Allied Health Professions
Michael, Kimberly K

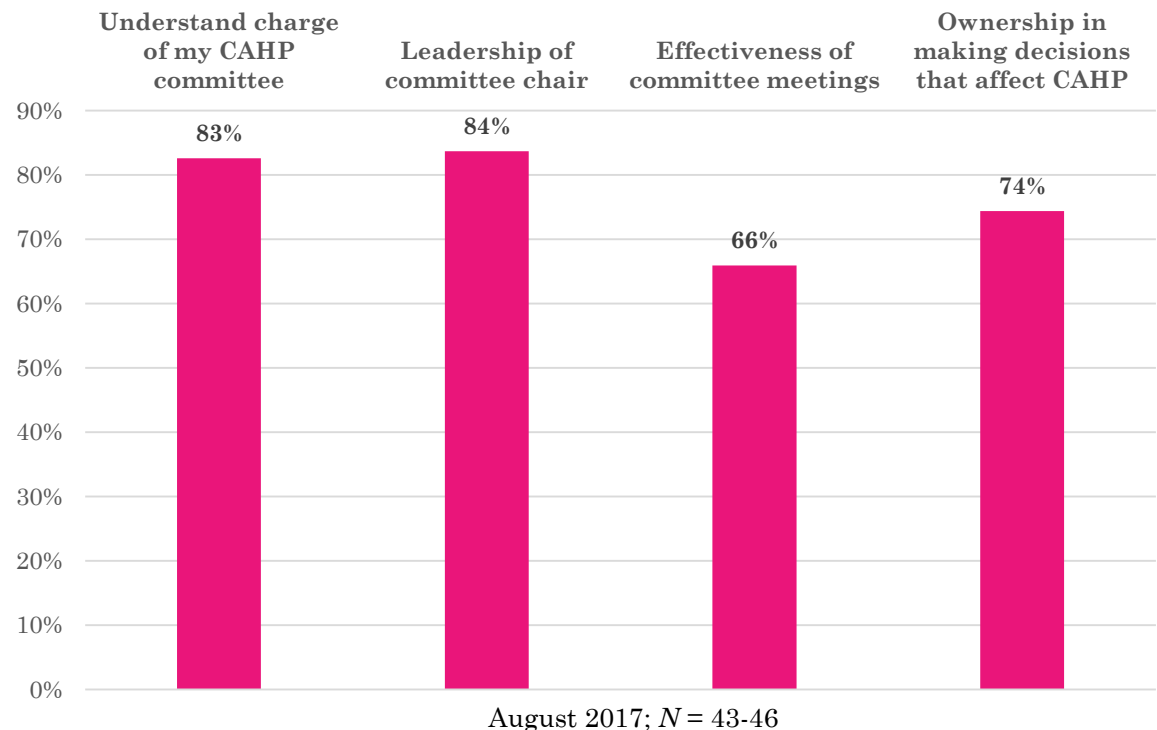




EARLY OUTCOMES

COMMITTEE MEETINGS

- ✓ 60+ committee meetings conducted across CAHP
- ✓ Committees working on multiple initiatives
- ✓ Committee initiatives integrated into CAHP strategic plan



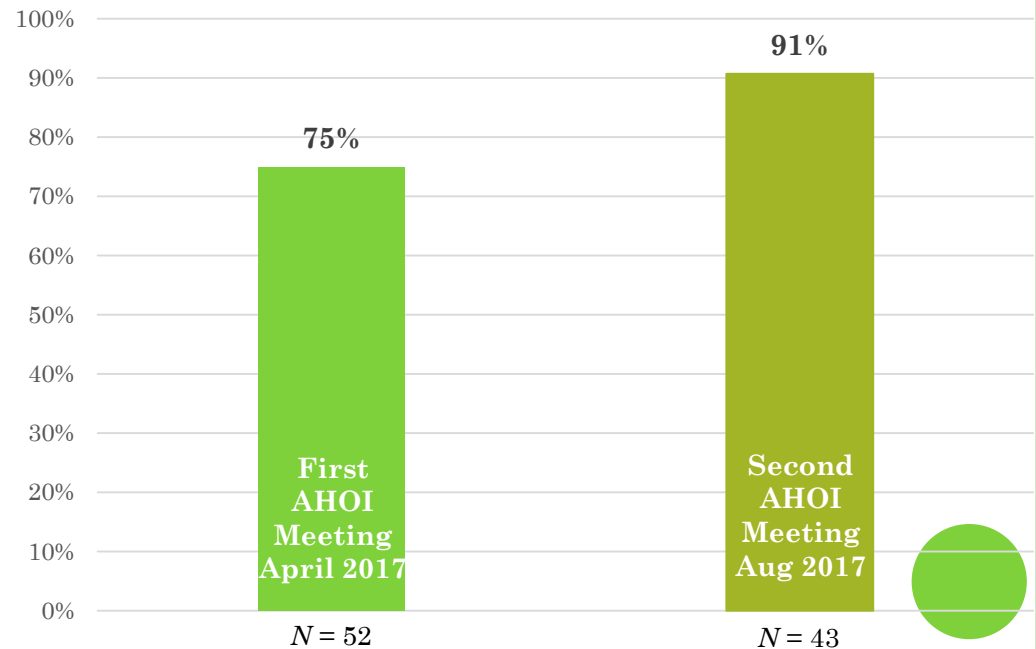


EARLY OUTCOMES

AHOI MEETINGS

- ✓ All CAHP staff, faculty, administration invited to AHOI
- ✓ Committee report-out on initiatives – key decisions made, actions taken in last quarter
- ✓ Open dialogue through audience Q&A and discussion

16% improvement in awareness of decisions made and actions taken across the college





EARLY OUTCOMES

COMMITTEE ACTIONS

- **All committees linked goals to strategic plan**

- **Alumni & External Relations**

- Proposed development of Advisory and Ambassadors Board; developed criteria for Board selection

- **Recognition and Retention**

- Established two annual events to publicly recognize award winners, years of service, P&T and introduce new faculty and staff
- Distinguished Administrative Professional award established and inaugural recipient selected
- Wellness seminar lunch series established

- **Communication & Marketing**

- Created 2016-2017 CAHP Annual Report
-





Early Outcomes Committee Actions

Research Development and Management

Revised/developed policies and procedures related to student travel and pilot research funding

Revised criteria for annual Excellence in Research award

Financial Stewardship and Operations

Developed more uniform policies relating to travel, professional development, memberships

Established spending threshold for committee approval





NEXT STEPS

- OSIs for Academic year 17 – 18 linked to committees
- Continue to strengthen Shared Consciousness using multiple communication and feedback strategies
- Provide additional training to chairs and staff support as needed
- Employee engagement survey

