Tufts University Administrative Excellence Plan

Final and Approved Copy
Table of Contents

Introduction .................................................................................................................................2

Vision, Mission and Values ........................................................................................................3

Strategic Themes and Goals
Support Faculty in Teaching, Research and Service .................................................................4
Use Technology Wisely as a Tool ...............................................................................................6
Enhance Internal Communications ............................................................................................8
Strategic Management of Operations and Space ......................................................................9
Enhance Training and Development across the University .......................................................10
Effective and Responsible Financial Management .................................................................12
Be an Employer of Choice .........................................................................................................13
Sustainability .............................................................................................................................14
Diversity .....................................................................................................................................15

Next Steps ................................................................................................................................17

Administrative Excellence Plan
In January, 2008, Administrative Council began an ambitious effort to engage in planning for administrative excellence at Tufts. Though this effort predated the onset of the economic crisis, recent events have highlighted for everyone in higher education the risks inherent in the current economic climate of volatile credit markets and market instability, reduced resources, government deficits, public and political pressure to contain tuition increases, and the increased competition for research dollars. Now, more than ever, it is imperative that in a resource-conscious way we make the improvements in administration that will best support our mission. We hold the responsibility of stewardship of Tufts resources as our paramount obligation, and also approach this knowing that this is not an end in and of itself, but is the way we will sustain Tufts’ ability to lead in its mission to teach, learn and provide service.

In reviewing administrative needs at Tufts, we reached out to experts in economics, educational technology and organizational systems, and were challenged by their views of the world today and in the future. That information has been helpful in informing our thinking and we will continue to create relevant and provocative learning experiences for our administrative leaders.

The Administrative Council is chaired by the Executive Vice President and consists of the Provost and Senior Vice President, Vice Presidents (Finance, Human Resources, Information Technology, Operations, University Advancement and University Relations), Director of Audit & Management Advisory Services, Associate Provost for Institutional Research & Evaluation, Vice Provost, Executive Director for Planning & Administration, senior administrators of each School and the HNRCA, and the Associate Dean of Tisch College. The Council meets monthly and, in recognition of the matrix organization of administration at Tufts, it provides a forum to inform senior administrators and coordinate the administrative activity which occurs at many levels across many functions.

The members of the Council feel strongly that administration functions as a partner with the university faculty, students, alumni and numerous other supporters in achieving our academic goals. We are committed to assuring that students have the best possible experience and to support faculty in achieving distinction in teaching, research and service. To quote from President Bacow’s “A University Poised” document, “We must ensure that academic priorities drive all budgetary, space and hiring decisions... and we must raise our sights as an institution...” Therefore, as we strive for academic excellence, we strive for administrative excellence.

While much of what we do in administration serves our academic mission well, we believe that a conscientious review of our administrative functions, with an eye toward improvement, results in our identifying new areas where we can perform better and reach toward excellence. The council recognizes that all of our work should have a service orientation. We aim to help the people we support accomplish their work in as effective a manner as possible, in an environment with many regulatory and resource constraints. When we encounter barriers to this aim we are committed to working through them in an open and engaging manner so the rationale and priorities are clear.

The most important source of input to our planning has been administrators at Tufts. The leaders in each school and each functional area drew upon their own knowledge, and input from faculty, staff, and customers, to answer questions about what administrative areas are most in need of change or improvement, what key processes we would like to see added, what the top priorities are when considering resource implications. The administrative leaders in each school and each functional area engaged their communities in this process to ensure that the broadest possible group would have an opportunity to provide input. Because the Administrative Council will adopt an ongoing
practice of planning for Administrative Excellence at Tufts, and monitoring progress against its plans, there will be future opportunities to add to or amend the plan. Also, the plan is not intended to be a comprehensive review of every administrative initiative for improvement. Rather it is a reflection of the areas that have been identified as most important and in need of attention if we are to execute the values, vision and mission articulated in this document.

The Council also spent intensive time considering what the vision and mission for administrative excellence would look like and what values we hold for administration at Tufts.

**Vision**

Excellence in administrative leadership and services in support of the teaching, research and scholarship that distinguish Tufts from other institutions of higher learning.

**Mission**

We will achieve administrative excellence by working in partnership across the university with faculty, staff, students, alumni and others. Our leadership and actions will emphasize service, optimize resources, employ expert methods and value our employees, which will make Tufts an employer of choice.

**Values**

Our work, and how we do it, is an expression of our deepest values. These values are what drive, motivate, and inspire us to provide outstanding service and results. We strive to be:

- collaborative – creating productive and inclusive relationships
- innovative – providing creative solutions
- agile – anticipating needs and opportunities and responding quickly
- effective – maximizing the cost/benefit ratio, producing real solutions to real problems in real time
- transparent – adhering to high ethical standards and bringing integrity and clarity to everything we do
The nine themes that have been selected by the Administrative Council for attention in this plan are explained below. Each theme is supported by a number of specific goals that will be worked on throughout 2009 – 2010. The Administrative Council will periodically review progress on these goals and will engage in an ongoing refinement of its plan for Administrative Excellence by updating the themes and goals as we make progress and identify new challenges.

Themes

Common themes have emerged from extensive data gathering, interviews and the input of both our external and internal experts. We have identified the following nine themes:

- Support faculty in teaching, research and service
- Use technology wisely as a tool
- Enhance internal communications
- Strategically manage operations and space
- Enhance training and development across the university
- Effectively and responsibly manage financial resources
- Be an employer of choice
- Infuse sustainability throughout the university
- Promote and increase diversity

1. Support Faculty in Teaching, Research and Service

Distinction in teaching, research and service is our key academic goal. We need to unleash faculty creativity, innovation and collaboration toward this end. This requires developing and enhancing administrative practices and systems to enable faculty to take maximum advantage of internal and external resources. For teaching, we need to provide appropriate facilities, technology, and opportunities for faculty to involve students in research. For research, we need to provide infrastructure, create incentives and empower faculty to seek external resources (both public and private), communicate research externally, and enable faculty to carry out their work with minimal bureaucratic impediments, while maintaining necessary attention to compliance. Faculty members engage in a variety of forms of service, including clinical service, public service, and university service; we need to find ways to facilitate these activities so that they enhance teaching and research. In order to recruit, retain and develop a distinguished and diverse faculty, we must provide facilities, compensation, startup packages and teaching loads at competitive levels.

FY09/10 Goals:

a) Develop and sponsor an Academic Leadership Development program. Piloted successfully in 2008, another session is scheduled for early 2009. Faculty feedback was very positive, and in the future we plan to provide 1-3 programs per year, as needed. A related goal is the plan to focus attention on the different management skills needed, and the different kind of satisfaction that academic and administrative leaders derive, while managing in a challenging resource environment.
b) Develop a relocation policy that allows for flexibility and customization while providing overall access to services. Such a program will support the schools by providing access to information and policy models useful in attracting distinguished and diverse faculty in their hiring markets, and will support Human Resources’ similar work with staff.

c) Continue to improve collaboration between pre- and post-award administration. There is improved communication between research administration staff and finance staff, and faculty have noted the difference. There are ongoing opportunities for enhanced communication among research administration staff, the schools, and the academic departments.

d) Increase knowledge/connection among senior administrators and faculty. Administrative Council members and their direct reports will benefit from finding opportunities to increase their understanding of the full range of university life. They will be encouraged to attend a lecture, a concert, or a sporting event, or to mentor/advise a student, etc.

e) Continue to refine the administrative aspects of the University Seminar. Excellent progress has been made on the administrative underpinnings of this signature Tufts program. Creative work by the school registrars and the Provost’s Office staff will continue as the program develops further.

Future Goals:

f) A research administrative system (pre-award) is a high priority for supporting faculty academic research. It is estimated to cost over $2 million (more for desired additional modules), and will require a significant staff effort to implement. Current attention is focused on options for phasing such a system, anticipating costs to run redundant systems, and leveraging limited staff time to best support the faculty. The changing nature of faculty support needs in the current environment requires ongoing consideration.
2. Use Technology Wisely as a Tool

Information Technology impacts all aspects of our academic and business affairs. Tufts’ goal of academic excellence, and our concomitant obligation to administrative excellence, requires that we are focused and thoughtful in the wise use of technology in support of our goals. Technology in and of itself is not the goal. Rather, it is a powerful tool to be used in advancing our ultimate goal of academic excellence. Used well, it underpins and extends the academic enterprise, enables new opportunities for communication and teamwork, allows process efficiencies, and provides needed metrics. It is also expensive, sometimes challenging and ever-changing, and can pose serious security issues. Nevertheless, because technology has been raised by everyone interested in administrative excellence as a fundamental capacity that must be enhanced, we will highlight technology as a separate theme to be included in the Plan for Administrative Excellence. Though progress in technology will be incremental and will require extensive preparation and planning so that we address priority areas, enhancing capacity in this area is important.

FY09/10 Goals:

a) Continue organizational improvements, including ongoing restructuring, recruiting and retaining a diverse, highly skilled staff, identifying low cost professional development options, implementing standard tools and processes for improved project management, developing standardized methods for change management, coordinating more efficient service delivery, and increasing internal communication and outreach.

b) Deploy an internal team to review and assess current standards and practices in systems architecture. Conduct a systems and operations assessment to identify critical technical and organizational gaps.

c) Begin a phased rollout of a university-wide information security program. Identify a desired end-state, and assemble an implementation roadmap.

d) Prepare for and support the launch of a Student Information System replacement initiative. The complexity of the student information system, its dependency on other enterprise systems, and its critical role in supporting core administrative and academic functions require a thorough and thoughtful planning process prior to project launch. The purpose of the SIS project discovery phase—which is currently underway—is to define a high level project plan, timeline, required resources, and project structure in preparation for selecting and implementing a new system. Maintain existing SIS until the new system is fully implemented.

e) Expand and maintain a modern, robust, and secure communications infrastructure to support a business model for universal wireless deployment across all three campuses and an address management solution. It will also refresh network infrastructure equipment and applications to assure secure and robust service reliability and will position Tufts with capacity for growth.
f) Evaluate, select and implement a new enterprise system for emailing and calendaring with mobile device support. This process will integrate calendaring and messaging tools to improve customer support and satisfaction.

g) Continue research and teaching IT collaboration including: partnering with the schools to assess LMS requirements, selecting appropriate technologies, and designing the support and service model; implementing a new high performance computing (HPC) platform; and designing support and infrastructure improvements to the Center for Scientific Visualization.

h) Keep central administrative systems up-to-date for compliance, vendor support and security purposes, including PeopleSoft HR, PeopleSoft Finance, Meeting Maker, Advance and Sevis support; deploy server virtualization for select administrative systems.

i) Develop a high level roadmap to address Identity and Access Management including password management and enhanced security. Upgrade the Tufts Enterprise Directory to maintain a robust and reliable directory service.

j) Implement a flexible institutional IT advisory structure to provide a forum and framework for ongoing dialog, collaboration and coordinated decision-making.

k) Selectively engage in new e-services projects that facilitate efficient, effective and secure information access and exchange, including e-Requisitioning, Advance and Enterprise image and document management and eScholar implementation.

l) Review past work in disaster recovery and develop a road map and cost estimates for addressing the greatest risks to Tufts’ core services and systems. This effort will set the stage for business recovery planning.

m) Upgrade network hardware to enable multipoint room-to-room video conferencing and pilot desktop conferencing and application sharing tools in support of remote collaboration.

**Future Goals:**

n) Pursue e-services projects including how to make the PAF electronic (in conjunction with HR), salary tracking and effort reporting.

o) Research administrative system: support this effort in conjunction with the Office of the Provost.

p) Improve and expand end-user support in coordination with local IT departments.

q) Increase the usefulness of the data we acquire and store by providing and enhancing tools and services in support of information discovery, business intelligence, access management and analysis in support of the highest quality decision-making.
3. Enhance Internal Communications

Tufts' goal of academic excellence and its associated commitment to administrative excellence will best be served by regular, high quality internal communication and dialog at all levels. Opportunities for improvement in this regard have emerged repeatedly as a common theme in all the planning input gathered to date. The potential for interdisciplinary collaboration, appropriate sharing of resources, improved inclusion, greater transparency and operational efficiencies will be most apparent, and best optimized, with excellent internal communications. In the face of a largely decentralized budget management process, multiple campuses, variations in mission, and a fast-paced culture, prioritizing internal communications will require focused attention and clear accountability on the part of all key administrators.

There is evidence that organizations who are employers of choice have strong internal communications plans in place, often with emphasis on personal conversation as well as written and electronic vehicles. Time tested tools and new technologies are available to support renewed attention to internal communications within and among departments, schools, campuses, and central units. Such efforts enhance access to timely, accurate information, and result in more inclusive and better decision making. In many cases they do not require significant incremental resources but they are best delivered via multiple avenues and venues. As we take time to listen, to question our own assumptions and to engage in thoughtful dialog with colleagues, we build greater trust and find new opportunities for collaboration and synergy. Indeed, a stronger sense of Tufts' identity, enhanced feeling of community and shared pride in accomplishment will result.

FY09/10 Goals:

a) Increase direct administrative contact, including more opportunities for dialogue by and with administrative and other leaders. Such efforts will include the President continuing his expanded campus meetings, the Vice Presidents and School Deans holding periodic meetings with all of their staffs, and the Executive Vice President meeting annually with staffs of members of the Administrative Council. The goal is increased contact and the opportunity to get to know one another better, as well as broader, deeper understanding of university and school/division goals, priorities and challenges. All managers are expected to make and follow through on a commitment to regular, high quality, two way internal communications with their staffs including staff meetings as necessary and desirable.

b) Increase employee engagement at all levels, employing best practices such as Feedback Groups and the Performance Development Program

c) Continue to report on university events, breaking news, and significant accomplishments of our community using a mix of communication channels including the redesigned Tufts homepage, the Tufts Journal and E-News newsletters, the News& Calendarspage, the new Faculty and Staff page, social media such as Twitter, and the Tufts infoscreen network.

d) Develop communities of practice to increase communication and collaboration among those who report to senior administrators and Deans, crossing university structural divides with
emphasis on shared challenges and opportunities. Such affinity groups might include, for example, BFO’s, department managers, deans of students, technical staff with school representatives, etc.

e) Two to three times each year, invite academic leaders to join with the Council to hear selected speakers and participate in discussions. Topics might include relevant changes in our external or internal environments and best practices in higher education.

f) Promote web-based collaboration and networking tools such as Spark to foster communication and information sharing within our internal community.

g) Improve our email and directory systems to allow for greater flexibility in delivering communications to specific audiences.

h) Administrators and managers are expected to take time to consider which information, if shared appropriately, will enhance opportunities for all staff to be fully informed in support of university, school, and departmental goals. This information might include school publications, announcements of open events or speakers of broad interest and materials provided at selected management meetings, as suitable.

Future Goals:

i) Place additional Tufts Info Boards in more campus locations.

4. Strategic Management of Operations and Space

With our increased aspirations to attract the highest caliber faculty, students and staff, comes the need to provide the facilities required to house and support these people. Our programs are evolving as resource availability allows, our physical facilities are aging and the competitive nature of recruiting the best means we need to upgrade and expand our facilities. With limited resources and competing needs, it is imperative that we create strategies for facility use, construction, renovation and maintenance that make the most effective use of our resources. To do this we need to expand our current and future planning capability, create a space use and expenditure decision process that is more transparent and inclusive, strive to reflect the value of sustainability in our decisions and leverage technology in its ability to allow us to work “smart” and productively. Our work will recognize that facilities are a shared responsibility across schools and central divisions, and that coordinating this responsibility will lead to the most effective use of our property and facilities. Our Facilities and Construction Management Departments have initiated an assessment of the Department’s work environment and processes to explore how we may improve. We intend to use this assessment as a springboard to initiate changes in how we manage our facilities.
FY09/10 Goals:

a) Complete the assessment of the Facilities Management and Construction Management Departments, and communicate themes identified in the results to staff and others as appropriate. Based on the assessment, develop a process and recommendations for change.

b) Develop an approach to energy procurement and conservation which will enable more aggressive efforts to control energy costs, minimize volatility and risk to budgets and use energy more efficiently.

c) In partnership with Arts and Sciences, begin strategic facilities planning. Based on input from academic leaders, develop metrics for department size, current space needs, future plans and priorities. With a strategic focus, identify buildings for incremental improvements in academic space.

d) Address the need for an approach to ADA accessibility requirements. Consistent with Tufts’ commitment to diversity and accessibility, and with an eye to managing costs, review requirements and work with partners and advisors to position Tufts for creative, effective solutions to meet needs.

e) To connect and underpin all of our actions, develop cultural norms and implement structural mechanisms which promote teamwork, shared responsibility, increased transparency, cross-functional communication and wise planning. Expect synergy.

f) Adopt best practices with regard to energy efficiency and sustainability.

Future Goals:

g) Manage capital planning to support informed and timely decision-making by school and university leaders.

5. Enhance Training and Development across the University

Approximately 60% of the university’s operating budget is allocated for faculty and staff compensation and benefits: Tufts’ ‘human resources’. As responsible stewards of Tufts' financial resources, it is clear that the success of the university depends on maximizing the productivity of all employees – administrators, managers, faculty, and staff.

At any time, but especially during difficult economic times, with constrained staff levels, Tufts’ success requires an ongoing commitment to training and development of managers and staff. All staff are expected to gain the knowledge and skills needed to be creative, resourceful and flexible in supporting the university’s mission. Cross-training and effective teamwork have never been more important.
Equally important, the university wants to provide opportunities for faculty to continue to develop their teaching and research skills. We aim to assure the success of our increasingly diverse faculty and staff and so will intentionally consider the unique needs of a diverse population in developing supportive training and development opportunities for all.

Of paramount importance is linking the university and school mission and goals to employees’ individual efforts and providing a clear understanding of the essential connection between the individual’s efforts and the school and university’s overall success. Meaningful training and development efforts should address the unique needs of employees new to Tufts, and those with new or broadened responsibilities, as well as support and encourage ongoing, continuous learning for all employees. Managers are expected to play a critical role in setting expectations for continuous learning and development.

**FY09/10 Goals:**

a) With senior leadership’s endorsement and modeling, raise expectations for managers to work with their employees in crafting development plans that address areas for improvement and further development. With multiple mechanisms for staff development and training, support successful performance and maximize productivity.

b) Based on an assessment of current training, develop and implement enhanced training for administrative and financial processes at the school/division and university levels. HR, Finance and other central functions will work together to gather information and develop a process that assures that new hires are trained on administrative and financial systems at the time of hire. Individual schools will identify systems training unique to their needs and will ensure training for their new hires. An increased use of e-learning will be implemented where appropriate as well as ongoing updates and reviews for effectiveness and document participation.

c) Human Resources and Internal Audit will develop and implement training regarding “promoting ethical business conduct” for new employee orientation.

**Future Goals:**

d) Create a centralized training site customized according to job/level, using effective and progressive technology.

e) Develop additional training options in “time management” and “project management.”

f) Increase “customer service” training throughout administrative functions, both within central administration and the schools.

f) Review the university’s current training programs and needs in the areas of health/safety and research subject use and recommend changes.
6. Effective and Responsible Financial Management

Tufts takes great pride in its stewardship of financial resources, high credit rating, and increasingly positive balance sheet. Nevertheless, we face many financial challenges raised by the current economic climate. These include unstable credit markets, decreases in annual giving, public and political pressure to contain tuition increases, increased competition for research dollars and elimination of state support for the Cummings School. We face significant declines in endowment values, complicated by endowments which are "underwater" thereby causing us to stop spending from those sources altogether.

Our decentralized financial structure means that administration across the university is responsible for financial planning, budget formulation, income generation and expense monitoring. All of administration is experiencing the need to find ongoing support for priority academic endeavors. We are sensitive not only to the start up costs of projects but to the ongoing need for resources to sustain and/or replace programs over time.

In our shared efforts we are committed to retaining the appropriate level of responsibility and accountability at all levels, as we respond to current challenges and identify cost reductions. In general, but especially where revenue enhancements cannot address growing budget deficits, we will increase internal communications, and seek opportunities for creative sharing, synergy and mutual support of university priorities.

Administration across the university believes that we can improve our financial systems and processes to streamline and eliminate redundant or cumbersome methods with the prudent use of electronic systems. Automated support will allow us to make better use of staff time and more easily access data to support financial management. There is greater urgency than ever to facilitate time saving approaches to financial processes.

FY09/10 Goals:

a) Manage/monitor all operating budgets to ensure that we are funding priorities and reducing discretionary expenditures.

b) Implement PeopleSoft Financial version 9.0 to enhance the system technologies and capabilities necessary to efficiently enhance our financial system supporting accurate and efficient business process and reporting.

c) Evaluate and plan for a new Effort Reporting System for future implementation.

d) Implement a web-based requisition processing system.

e) Improve budget forms to more easily and clearly reflect current realities, i.e. rolling monthly/YTD totals.

f) Develop a more strategic approach to energy procurement consistent with University tolerance for risk, environmental concerns, current budget impact, etc.
**Future Goals:**

g) Utilize the technology from the new requisition processing system and begin automation of additional processes, including travel, interdepartmental requisitions, etc.

h) Design and implement a Salary Tracking System to improve budgeting and forecasting capabilities.

i) Implement a new effort reporting system.

j) Based on better understanding of current energy systems and use, devise an energy management plan based on thorough understanding of energy pricing to use capital investments wisely to reduce operating costs.

7. **Be an Employer of Choice**

To quote President Bacow: “First, a great university is defined by its people. We need great students, great faculty, and great staff to make Tufts a great university. In the end, everything that we do is a means to attract and retain the very best people possible. Nothing else matters if we do not have great students and great faculty, and great staff to support them. So, that’s our primary goal as an institution.” Academic excellence at Tufts University drives the demand for excellent supporting administrative services. Excellent, comprehensive administrative services require the very best managers and staff to develop and deliver the high quality support that our students and faculty need and expect. Tufts competes with many other institutions for the top administrative talent, and so being an employer of choice is essential to attracting and retaining a cadre of diverse, highly qualified administrators, faculty and staff.

Tufts is a complex institution, with very different work environments ranging from small academic departments to animal hospitals to highly specialized research laboratories; our strategy must reflect the unique demands of these different environments. Being an employer of choice means offering what highly marketable individuals look for from their employer and consistently promoting an environment of trust, respect and open communication. In these rapidly changing times, being an employer of choice also means conducting ongoing assessments of skills and expertise, establishing and communicating expectations for performance and providing training and support for continuous skills development. We will strive to provide the most creative and effective among us opportunities for continued learning and new challenges. We will seek to identify and nurture future leaders in a planned and thoughtful manner.

**FY09/10 Goals:**

a) Tufts believes that direct communication with employees is the most effective and respectful way to give employees a voice and to ensure open, candid and robust communication up, down,
and all ways. Revisit communication vehicles to assure regular, ongoing, formal and informal mechanisms to enhance opportunities to listen to and communicate with employees.

b) Explore ways that Human Resources and the Provost’s Office can provide greater support to academic leaders in identifying needs and gaps in services for faculty, including new faculty orientation and support for accommodating spouses.

c) Explore alternatives to Kenexa based on a clear understanding of what is/not meeting current and future needs.

d) Review recruitment, employment and benefit services for international employees, to be refined and enhanced as needed.

e) Explore benefits of a formal succession planning and talent management program.

f) Develop and implement a relocation program for faculty and staff.

g) Address unique needs of employees in specialized work environments, e.g., Regional Biosafety Lab.

Future Goals:

h) In partnership with UIT, and in order to give employees the most effective tools to support their work, review and enhance systems technology to streamline administrative processes, focusing on transactional work (e.g., e-PAF’s).

8. Sustainability

Tufts is viewed as a national leader for incorporating sustainability into campus operations. This recognition has resulted from leadership in setting university goals and implementing them throughout the university – in facilities, construction, purchasing, dining, safety, academics, research and elsewhere. Students, alumni and other constituents are proud of Tufts and expect Tufts to continue as a leader. Thoughtful, pragmatic and comprehensive efforts to continue and expand ways to incorporate waste reduction, efficiency and appropriate new technology throughout our business operations have the potential to save money, reduce risk and maintain or increase Tufts’ leadership position.

Further, Tufts strives to approach all resource commitments with a view to sustainability so that decisions are made with an awareness of future resource obligations. This approach brings a discipline that will support our best use of resources and an accountability beyond the immediate needs.
FY09/10 Goals:

a) Work with departments on all campuses to use energy more efficiently, to reduce costs and to minimize negative environmental impacts. Look for ways to institutionalize such changes where appropriate. Work more closely with capital project planners to identify opportunities for energy efficiencies and operational savings.

b) Examine the type of Climate Change Action Plan (how to meet current goals) that is appropriate for Tufts. Develop a planning document. Implement a review and update of the Environmental Policy and Climate Change goals. Communicate, publicize and increase awareness of new goals and policy.

c) Support and increase the Office of Sustainability’s partnerships with students as leaders in the advocacy and execution of policies and practices that support sustainability. In doing so, enhance student learning and provide them with leadership development opportunities.

d) Consider institutionalizing selected recycling programs.

9. Diversity

As an institution of higher education, we are committed to embracing diversity in every possible dimension. A robust diverse community is integral to our mission of research, teaching, global awareness and active citizenship. In his address "A University Poised", President Bacow states, "A great university must embrace diversity in every possible dimension. We must sample from the full range of human capital available to us, and invest more so that we might enjoy a "broadly representative and inclusive community. We must embrace diversity in every possible dimension, and learn from our differences. It is one of the reasons why we ask humanists to study science and mathematics, and engineers to study poetry and history. It is one of the reasons why we seek a diverse culture in our community."

Population trends suggest that the demographics of our nation and universities are rapidly changing. We must anticipate and respond proactively to these changes and be prepared to meet these challenges with a workforce that reflects the diversity of our student body and the world in which we live, and that reflects new and distinct ideas, possibilities and perspectives. Our future academic prominence will be determined, in part, by how productive and effective we are at integrating understandings of difference into our educational approaches and traditions. Given that "we are a microcosm of the larger world, complete with many of the same tensions and frustrations" our focus should include understanding the significance of a heterogeneous educational community - one that mirrors, acknowledges, cultivates and sustains a variety of social and cultural values that reflect the changing profile of our complex world.
FY09/10 Goals:

a) Confer with Administrative Council to obtain broad input across all administrative areas and identify opportunities for improvement. Work in partnership with Administrative Council to update policies and brochures.

b) Design, deliver, and evaluate training and/or programmatic initiatives focused on diversity and equal opportunity. Hold trainings for Administrative and Provost Councils regarding issues of affirmative action and diversity. Develop recommendations for training across all university functions using online training as a method to facilitate reaching the largest number of people.

c) Recognize and reward the contributions of employees working to create a climate of inclusion for all employees. Nominate employees for multicultural service and/or distinction awards.

d) Actively lead and manage attention to diversity (that reflects the changing world) in our outreach and recruitment efforts. Work with school and department leaders and HR recruiters to advertise in periodicals widely circulated among women, minorities, and disabled persons.

e) Ensure performance goals and reviews include attention to diversity. Work with HR to develop specific criteria for evaluation.
Next Steps

The Administrative Council has proven itself to be determined and resilient enough to complete an Administrative Plan for Excellence at a time when the impact of the economic downturn has been a dominating influence. Despite this and the budget adjustments necessitated by the downturn, school and central administrative leaders have crafted a plan that is both visionary and practical. The Council has taken on an enhanced responsibility to identify opportunities across the university to improve administrative support of our core academic mission.

Each of the nine themes that form the basis for our planned improvements in administration has champions in school and central administration who will lead us in achieving the articulated goals. The different themes are in varying degrees of development and this is reflected in the 2009 – 2010 goals. In some cases goals will emerge based on research and planning that will allow us to set more detailed and measurable actions to advance the theme. In other themes we have been able to articulate a complete and detailed set of goals and have begun the work to achieve them. Upon reviewing the themes and related goals it is also evident that many of them work together. For example, information technology tools enable process efficiencies in all areas, and enhanced internal communications sparks the identification of shared opportunities, teamwork, and synergy.

The Administrative Council will monitor progress against the plan. The Council will return to the plan to review progress and will bring individual themes and goals to the council for progress reports, to gather further input and to modify or make mid course corrections as needed.

We owe special thanks to everyone involved in creating the plan for their many ideas and suggestions made from all across the university. We especially owe thanks to:

Jamshed Bharucha for sharing the vision for academic excellence and inspiring all of administration to reach for excellence

Regina Corrao for her diligent and careful guidance in the planning process

Martha Pokras for her excellent judgment and careful editing, and

Kathe Cronin for helping to create a new vision while remaining grounded in the reality of every day administrative requirements.