

## Meeting Minutes

Target Goal #4 Team Fourth Meeting  
Tuesday, October 2, 2012, 8:30-10:30am

In attendance: Michael Kabbaz, David Creamer, Cathy McVey, Katie Wilson, Nick Miller, Peg Faimon, Joe Rode, Pat Haney, Louise Morman  
Absent: Moira Casey

## Library Resources

What resources do we want our librarian, Belinda Barr, to research for us?

- Ways that universities are organized – new trends – organized around a theme, for instance
- Find articles on universities that have re-organized and new design models
- Recent change management literature
- Articles on cultural shifts/changes within institutions/organizations

## Aspiration Statement

We decided that our aspiration statement is final and will stand without modifications.

## Objectives

It was noted that four of the five objectives were well received by the Coordinating Team. We discuss objective 3: “Shape flexible and accountable decision-making processes through fluid governance structures that dissolve academic and administrative silos and increase collaboration and efficiency.”

We decided to make a few minor changes:

- “Shape flexible and accountable decision-making processes through fluid governance structures that dissolve academic and administrative **barriers** and increase **coordination**, collaboration and efficiency.” (changes noted in bold)

## General Notes/Discussion on Metrics

- Drive accountability down to the individual level – incentivize faculty and staff.
- Focus on buy-in by faculty and staff from the beginning of their employment.
- Create metrics that point people to think holistically about Miami – One Miami.
- Focus on modifying behaviors.
- Communicate the need for change.
- Metrics that measure participation and need to opt-in.
- Develop incentives that enable entrepreneurial activity to flourish.
- Use outcomes as metrics.

## Beginning Brainstorming on Metrics

Objective 1: Design agile structures and mechanisms that actively engage stakeholders to inform holistic institutional responses to external forces and societal changes.

*Ideas for/about metrics:*

- Start to develop trend data
- Increase the percentage of internships
- Increase the percentage of donations
- Percentage increase during a six month period of employment, grad school placement, etc.
- Survey stakeholders – employers, parents, alumni

Objective 2: Create adaptive and flexible incentive structures that recognize a range of individual and collective efforts that support an inclusive learning and discovery environment.

*Ideas for/about metrics:*

- Develop varying structures/rewards for promotion and tenure that people can opt-into and make them widely available – not “one size fits all.”

- Work toward cooperation between divisions, so there aren't different incentive structures depending on where you sit.

*Think about organizing metrics around:*

- Continue: What makes us unique and what do we want to continue
- Stop: What should we stop doing because it doesn't fit our mission and goals
- Create: What should we create that's new to help us fulfill our mission and goals

And think broadly about Structure...People...Curriculum

Peg will work to organize what we have discussed, and then we'll meet again next week before the Coordinating Team meeting.