

ADDENDUM TO THE LEADING BY DESIGN PROPOSAL

After over nine months of envisioning and creative synthesis involving over 2,000 faculty, staff, students, and community members, a draft version of the Leading By Design proposal was presented to the Faculty Senate and the Dean's Council in early December. The dialog that ensued is summarized in this document, and will inform future revisions to the proposal.

Several faculty senators requested that evaluation and outcome measures be included in the proposal. In response, the task force has outlined an evaluation framework which includes academic program review by the Faculty Senate, an annual report to track a suite of indicators pertaining to sustainability on campus and the growth of transdisciplinary programs, integration, and partnerships in research and education, and internal project evaluations. This framework is available [here](#)¹, and will be incorporated into the proposal.

Many have expressed reservations about the name "MetaCollege for Integrative Solutions" to describe the academic structure that would integrate the University's efforts and foster stronger connections with the community. Therefore, we are currently using the working term "pan-University agency" to describe this institution. In an effort to engage the university community in this discussion, the task team has begun soliciting suggestions for alternative names through the use of an internet forum, accessible [here](#)². Several alternative names have been suggested, such as the Collaborative for Integrative Solutions, the Nexus for Collaborative Solutions, and the Center for Sustainable Solutions. The community will also be given a chance to vote on suggested names in the near future.

Concern was also raised about the need for more time for the University's governance bodies to review the grant proposal. Therefore, it was decided that the task force will concurrently send the draft grant proposal to the Lewis Foundation and the CAC and RSGE committees of the Senate. A period of re-drafting will ensue, incorporating feedback from the Senate committees, the Senate itself, the President and Provost, the Lewis foundation, and the Leading By Design Task Force. The formal proposal for funding will not be submitted until all parties agree to sign off on the proposal's contents.

There has been continuing discussion over the best structure for the proposed pan-university agency. Many have suggested the University of Vermont "matrix center" structure is most appropriate. Should participants at the Leadership Retreat deem this structure to be the best fit, the task team is prepared to submit a proposal for a new Matrix Center to the Faculty Senate Executive Council in late January.

However, others have expressed concern that the matrix center structure is too limited for the goals outlined in the proposal, particularly due to a matrix center's inability to grant undergraduate degrees or faculty tenureship. Some have suggested taking a broader look at all preexisting university agencies, and perhaps incorporating the goals and initiatives presented in the Leading By Design proposal into a preexisting structure. On the other hand, others have cautioned against relying on a college or center like structure altogether, preferring a loose collaborative that is infused throughout the university with multiple partnerships operating to develop integrative solutions.

Reviewer's also commented on the need to better describe the types of staff needed and their roles. Some were concerned that there is not enough staff for the programs outlined, while others felt that the proposed administrative budget for the pan-University agency was too large. Over the next few months, we expect that the staffing assignments, the project action plans, and their relationships to existing institutions and efforts will be solidified through the shared review process.

¹ <http://www.uvm.edu/sustainability/EvaluationFramework.pdf>

² <http://sstnblty.blog.uvm.edu/>