

<b>Meeting / Project Name</b>	ISS Detailed Design Phase Kick-off Meeting		
<b>Date of Meeting:</b>	Feb 27 <sup>th</sup> , 2017	<b>Time:</b>	10:00am-11:30am
<b>Minutes prepared by</b>	Cal Stoffel	<b>Location</b>	Library 4 <sup>th</sup> Floor Conference Room
<b>1. Meeting Agenda</b>			
<ul style="list-style-type: none"> <li>• Project welcome and introduction</li> <li>• Project organizational structure</li> <li>• All-Team exercise</li> <li>• Meet and Greet Your Team session</li> <li>• Q&amp;A / Next steps</li> </ul>			
<b>2. Attendees</b>			
<b>Present:</b> 100 of 120 current team members were in attendance			
<b>Excused:</b>			
<b>Agenda and Notes, Decisions, Issues</b>			
<b>Topic</b>	<b>Discussion</b>		
<b>Project Welcome and Introduction</b>	<p>Vice Chancellor Van Harpen noted that Chancellor Mone and Provost Britz are appreciative of the team's efforts, and that the Provost wished he could be at this meeting. There is enthusiasm and agreement across campus for this project. There would have been staff reductions with or without this project. The ISS project is the biggest transformational effort that any of the UW System organizations are undertaking. Below are four major reasons she outlined as to why the project is important:</p> <ul style="list-style-type: none"> <li>• We know that we can and need to do better with regard to service effectiveness in core areas. The AS-IS state summary noted this, as did the Panther Team. They outlined support for the ISS Project listed in their recent report.</li> <li>• There are fiscal system practicalities like demographics to keep in mind. Enrollment decline is predicted for the next three biennia, but we have a strategic enrollment plan in place. Employees are key drivers of our expenses, and we have reduced employee FTE by 300 to date. Further reductions will be slow and methodical. The project will allow us to provide services with fewer staff.</li> <li>• UW System lists operational excellence as a key goal in its 2020 Strategic Plan. Chief Business Officers across System campuses recently met to discuss key collaborative efforts. Our ISS project is the biggest initiative among these efforts. E-workflow is also an important component. The rest of System might also learn and benefit from our findings. This project is our ability to shape our own future, and to create centralized efficiencies with local control.</li> <li>• The project has symbolic importance. We have seen large budget cuts and a four-year tuition freeze with enrollment declines. We are making the case that UWM is underfunded, relative to its mission. To help make that case, we need to show that we are doing everything possible to be better. We need the State to recognize our research and access mission.</li> </ul>		
<b>Project Organizational Structure</b>	<p>Kathy Heath thanked all volunteers in the room, and mentioned that there are 120 people involved in the whole project. There is a focus on team connection during the Detailed Design phase. She then went on to review the project organization structure and the connections between different teams. She stated that the Executive Steering Team and the Project Sponsors champion this project. They will approve the final recommendations. The ISS Leadership team and Project Management Team will guide project work and provide resources. The Leadership team will have direct connection to the various working groups, as well as to the Executive Steering Team and sponsors. This will help ensure that we maintain the priorities and goals of the sponsors throughout the project.</p>		

	<p>She also introduced the rest of the teams and asked individuals to stand when their team was announced. The Advisory Committee will guide and advise project work. They will also provide policy input, as well as emphasize inter-team and inter-project communication. The Process Improvement and Training teams are divided into functional areas. These teams will determine in-scope and out-of-scope processes, establish process improvement training, and determine priorities to staffing plans from the organizational design teams. The Process Improvement and Training Core team will look at overarching process improvement, and provide tools and consistent language. It will also ensure communication between the four main teams.</p> <p>The Organizational Design Team will also consist of four functional teams. Each has two leads, who will serve as key communication points with ISS leadership. The Project Management Lead will provide support to the team, and will maintain project management activities. The Organizational Design (Broad) team will consist of the functional team leads, plus a few other staff individuals. It will focus on organizational design aspects that cut across all four teams. For example, how many hubs will exist, where will they exist, what will be the reporting structure, and what is the accountability framework for ISS? The functional teams will look at work and design in detail, and will identify in-scope and out-of-scope processes. They will look at alignment and activities across campus, and determine how to build an ISS organization.</p> <p>The Facilities Planning and Transition Team will use findings from the Organizational Design Team, such as how units are aligned, and how work is structured. This information will drive space needs. The Communication and Change Management Team will focus on communication strategies and determine how to prepare staff for changes. This team will help the other individual teams deliver their messages.</p> <p>Liaisons across campus units will also provide expertise in areas such as process review.</p>
<p><b>All -Team Exercise</b></p>	<p>Beth Schaefer kicked off this session with an icebreaker and then went on to lead a visioning exercise. Staff were asked to identify what characteristic or attribute they most valued in fellow employees. Example answers included accountability, ability to communicate, and flexibility. This project's success will depend on many of those characteristics identified.</p> <p>Vision was defined as being future-based, realistic, and aspirational. It describes the customers we will be serving, the needs of those served, and how we deliver services. In the book <i>Leading Change –Characteristics of an Effective Vision</i>, John Kotter describes vision as being imaginable, desirable, feasible, focused, flexible, and communicable. Desirability means that we need to keep in mind the wants and needs of the campus community when moving forward the ISS project. Focused vision is clear enough to provide guidance in decision-making. We want to generate common goals that we can move toward.</p> <p>Team members also filled out and discussed an exercise sheet outlining where we want to be in six months, two years, and five years at an organizational, departmental, and individual level. Each staff member took three minutes individually to think of examples and then spent five minutes sharing them with a neighbor at his/her table. Examples were then shared with the table, and finally, some examples were shared with the whole group.</p> <p>The following are examples that were shared with the group:</p> <p><b>Six months:</b></p> <ul style="list-style-type: none"> <li>• Organizational       <ul style="list-style-type: none"> <li>○ Establish a basic framework and project roadmap. Focus on clarity and procedures. What do we want to do?</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Create communication tools to manage anxiety. Make sure staff have a true sense about what the project is. Engagement and active involvement is important at this point.</li> <li>○ Who are we? Create a path for innovative structure. Teams are collaborating and morphing any fear of the unknown into that collaboration. Design phase and recommendations.</li> <li>○ Introduction of communication. There should not be surprises at this point. There will be some staff resistance to change, so strong leadership is necessary.</li> <li>○ Focus on UW System 2020 Plan. Our goals include the continuation of Tier 1 student success, as well as entrepreneurship.</li> <li>● Departmental</li> <li>● Individual <ul style="list-style-type: none"> <li>○ This could be a point of high anxiety for staff. Where do they fit?</li> <li>○ The process is frustrating but staff are still hopeful. There is a clear understanding of what we are doing with staff and why.</li> </ul> </li> </ul> <p><b>Two years:</b></p> <ul style="list-style-type: none"> <li>● Organizational <ul style="list-style-type: none"> <li>○ We are comfortably working toward our goals and are on our feet. It is important to align the road map with what we are doing currently.</li> <li>○ What sorts of assessments are in place for better response times?</li> <li>○ Hubs are in place and fully implemented. Flexibility is needed for continuous operations, and metrics are introduced to evaluate processes and successes.</li> </ul> </li> <li>● Departmental</li> <li>● Individual <ul style="list-style-type: none"> <li>○ There will be better training, career paths, and work satisfaction. Staff have the ability to solve problems and make logical solutions.</li> </ul> </li> </ul> <p><b>Five years:</b></p> <ul style="list-style-type: none"> <li>● Organizational <ul style="list-style-type: none"> <li>○ The new hubs and processes are running smoothly.</li> <li>○ We may already be on the third readjustment and evaluation process. There are touchpoints for process improvement along the way. How can we do things better? We need to get good data at this point, and to also keep in mind the ISS model and revisit deliverables.</li> <li>○ The initial phases of the ISS project have been “forgotten” and the new changes have become part of our DNA. Our success has spread to other campuses. Continuous improvement process with deliverable examination.</li> <li>○ Consider roadblocks like timeline issues or external factors such as budgeting.</li> </ul> </li> <li>● Departmental</li> <li>● Individual <ul style="list-style-type: none"> <li>○ There will be better training, career paths, and work satisfaction. Staff have the ability to solve problems and make logical solutions.</li> </ul> </li> </ul>
<b>Individual Team Meet and Greets</b>	Teams spent 15 minutes on introductions and possible times they could meet to kick off their teams, week of March 13 <sup>th</sup> .

**Next Steps/ Action  
Items**

- Each team was asked to find a time to reserve during the week of March 5<sup>th</sup> for their first meeting.
- Official individual teams' work begins March 13<sup>th</sup>.