

Administrative Services Plan
2004-2008

1. Planning Process

The starting point for this Administrative Services Plan is the UNBC Strategic Academic Plan entitled *ACTION*. The central thesis of *ACTION* is that UNBC has reached a stage of growth and development that what the university now needs to do is to direct resources to strengthening existing academic programs and services rather than continually introducing new programs and services. *ACTION* advises that it is time for the university to build vertically, not horizontally. As a result, the Plan recommends few new programmatic or service initiatives. It also recommends a comprehensive benchmarking exercise to determine appropriate levels of support for existing programs and services.

From this starting point, the Vice-President Administration and Finance, who with the President co-chaired the planning exercise for the Administrative Services Plan, drafted statements of vision, goals, and objectives for administrative services. (See Appendix 1). These statements provided the basis for a day-long President's Council (PC) workshop, one outcome of which was to establish the instructions for detailed self-studies to be drafted by each of the major administrative departments. The self-studies provide a remarkable insight into the current state of administrative operations at UNBC and have strongly influenced the direction and recommendations of this Plan. Finally, to gain an external perspective on the strengths and weaknesses of administrative services at the university, a consultant conducted a series of focus group discussions with on-campus and regional faculty and students. Both President's Executive Council (PEC) and PC reviewed and discussed the report on the outcomes of the focus group discussions and the administrative departmental self-studies. These discussions have had a direct bearing on the development of this Plan.

UNBC benefits from dedicated administrative staff collectively engaged in providing exemplary service while working to build a university of distinction. In pursuing these goals, all departments are pushing against the severe capacity limits. Although they all need and deserve to be given additional resources, both human and financial, it is a basic premise of this report that university finances are likely to remain constrained for the foreseeable future unless UNBC continues to grow.

2. *The Growth Imperative*

UNBC *must continue to grow*. In the current British Columbia context, growth is essential if UNBC is to attract the public funding needed to develop its potential and to achieve greater economies of scale.

This is particularly true in the case of enrolment growth. With accessibility to post-secondary education becoming a leading public concern, it follows that funding will be tied to enrolment growth. It likewise follows that there will be intense competition among institutions, private as well as public, to garner the funding available.

The same holds true for research funding. With increased public expectations attached to the role of research universities in fostering innovation and stimulating economic development, government funding for research will directly correlate to levels of activity and to measured productivity. Over the next five years, there is every reason to believe that competition for research funding will become ever more intense.

Over the past decade, UNBC has enjoyed steady enrolment growth and dramatic increases in research funding. But the continuation of this growth over the next five years cannot be assumed. Indeed, were it not for the enrolments attached to new programs introduced over the past two years, UNBC enrolments would have started to decline.

Furthermore, with the announcements of the transition of the University College of the Cariboo from a university college to a special purpose university, and of the creation of a UBC campus in Kelowna to replace the university part of Okanagan University College, the competition among BC's universities will intensify. Perhaps it is with an eye to this new reality that of the 25,000 student *FTEs* identified by the Ministry of Advanced Education as additional system enrolments between 2004/05 and 2009/10 only 600 – 2.4% - are identified for UNBC. This would bring UNBC's enrolment to 3,411 FTE by the end of the decade, far below the 4,000 FTE level that would better match the university's aspirations and the region's needs. Growth at the modest level identified by the Ministry would significantly curtail the further development of the university and put it at a distinct competitive disadvantage for future increases in operational and capital funding.

Consequently, a primary issue facing UNBC is how to continue to grow; specifically how to continue to increase enrolments and research funding in an increasingly competitive environment. A related issue is how to manage growth without putting undue stress on already strained human and physical resources. There exists palpable frustration at UNBC arising from the relentless growth of programs, services, activities and clients in the absence of a corresponding growth in faculty and staff. There is also concern with the lack of redundancy in critical operational areas and the consequent risks to the university from having insufficient staffing depth and back-up expertise.

Consequently addressing the related issues of growth, and the management of growth, are at the heart of this Administrative Services Plan.

The central theme of the Plan is that UNBC needs to be very strategic in its choice of net additional spending over the next five years to ensure that the university can grow, can effectively manage growth, and in the process can achieve the goal of being the best it can be.

3. *Institutional Goals and Measures*

If growth is the imperative, what are the objectives of growth? What might UNBC reasonably seek to achieve in the next five to ten years? What should be the appropriate measures of success? And on what basis will UNBC determine that in growing it is becoming “*the best it can be*”?

To help to address these questions, President’s Council proposed a Vision for the university to complement UNBC’s official Statements of Mission and Values. The proposed Vision is:

UNBC - a student-centered, research-intensive university; uniquely northern and personal in character; of national and international acclaim; responsive to the region it serves.

The proposed Vision Statement captures PC’s sense both of what UNBC currently is and what it aspires to be. The university competes very well for research funding, provincially and nationally. It is small, informal, friendly, and personal – qualities identified and applauded by students as evidenced by student surveys. As a new university, UNBC is remarkably comprehensive in its range of undergraduate, graduate and professional degree programs. The character of the university is distinctively northern, as its setting, architecture, art, and seasonal activities all readily attest. And UNBC makes enormous effort to connect with northern communities and peoples and to serve their needs. Indeed, this commitment to be responsive to the needs of its region accounts for much of the recent growth that has taken place in the development of new programs and services.

In planning for its future and in making strategic funding and staffing decisions in support of existing and proposed new programs and services, UNBC must, first and foremost, be true to its own sense of Vision, Mission and Values.

Recommendation 1

That UNBC, through its Senate and Board of Governors, adopt as a Statement of Vision the following:

UNBC - a student-centered, research-intensive university; uniquely northern and personal in character; of national and international acclaim; responsive to the region it serves.

UNBC's Statements of Vision, Mission, and Values establish the context in which the university needs to develop the internal key performance indicators necessary to determine if it is achieving the overall goal of being "*the best it can be*". However the determination of whether or not the university has achieved the excellence it aspires to can only be known through the development of selected benchmark comparisons.

UNBC needs to establish benchmarks in relationship to an appropriate group of comparator universities. To be meaningful, the comparator group should include other regionally focused, comprehensive, research-oriented universities that share UNBC's sense of mission and regional commitment.

Among the universities identified as interesting comparators, particularly with respect to the compatibility of mission, is Northern Michigan University in Marquette, Michigan, University of Tromsø in Norway, and James Cook University in North Queensland, Australia. In Canada comparators might include the University of Lethbridge and Laurentian among others. It is within the context of this grouping that UNBC should seek appropriate, high-level, benchmark measures to assist it in determining its progress in fulfilling its mission and achieving a standard of national and international excellence.

Recommendation 2:

That consistent with various recommendations of *ACTION*, UNBC develop a set of selective benchmarks drawn from a small comparator group of Canadian, U.S. and international institutions with similar missions and mandates for the purposes of determining its progress in the fulfillment of its mission and its ambition to achieve a standard of national and international excellence.

4. *Immediate Budget Priorities*

The administrative department self-studies prepared for the purpose of this Administrative Services Plan have been helpful in identifying areas of priority investment if the university is to achieve its immediate ambitions both to foster growth and to effectively manage growth.

Within this context, an area requiring immediate attention relates to enrolment management for the purpose of encouraging enrolment growth. UNBC has experienced difficulties and delays in implementing Banner Student modules relating both to the recruitment, admission and registration of students and to student counseling and academic program planning. With respect to the student recruitment, admissions and registration process, UNBC seems to take longer than other B.C. universities in dealing with prospective student enquiries and applications despite the fact that the quicker universities respond to student applications, the greater the likelihood that applicants will register. Compounding the problem is the current telephone system which is not friendly to people seeking to do business with the university in general or with the Registrar's Office in particular. The work of the university liaison office is also hampered by labour inflexibilities which jeopardize student recruitment. These are vital issues that need to be addressed on a priority basis if UNBC is serious about promoting continued enrolment growth.

The second area for attention is Information Technology. IT is at the heart of the contemporary university, key to the way in which scholars conduct research, faculty teach, students learn, and administrative systems operate. In the discussions leading up to the academic strategic plan, information technology was a major area of interest and concern. As ACTION states: "One critical theme resonates through many of the reports – UNBC must stay focused on technology as an important tool for delivery of teaching, research, information and service". The same emphasis emerges from the departmental self-studies prepared for the Administration Services Plan where improved and expanded use of IT is seen as a way to achieve efficiencies, greater operational effectiveness, and alleviate existing workloads. There appears, therefore, to be a general consensus within the university that maintaining the integrity, reliability, and currency of the university's IT systems and ensuring that UNBC remains current in the application of technology to academic and administrative operations is a high priority.

There is also apparent consensus about the importance of UNBC's commitment to be a "research-intensive" university. In the discussions leading up to ACTION, one interlocutor made the obvious point that "a university without a research mandate is just a college". Another observed that without strong support for research, the university would lose its best faculty. Among the requirements for success as a research-intensive university is a strong research office with the capability to work with faculty in the development of their research plans, in facilitating their applications for research funding, and in the commercialization of research products where relevant and appropriate. The university also needs to continue to build its library resources and its capacity to provide effective access to external information sources; to ensure adequate and appropriately

equipped laboratories; to foster graduate studies; and to attract talented graduate students and provide them with the facilities they need to engage in productive research.

There is likewise consensus that as a student-centered university, UNBC needs to foster teaching excellence and to deal with issues related to student quality of life. In various surveys students have made clear their priorities for UNBC: to increase the number of courses and course sections offered; to improve the library; and to provide better on-campus facilities such as a Student Union Building and gymnasium. Among these priorities, improving campus facilities is a primary concern. Improved facilities will also assist UNBC in student recruitment.

Finally, the Administrative Plan needs to address the new accountability framework that has developed over the past two years. UNBC is now required to file quarterly financial statements; to provide a three year budget forecast every November; annually to submit to government a three-year service plan and multi-year detailed enrolment projections; to account for targeted requirements stipulated in the annual budget letter issued to the university from the Ministry of Advanced Education; to establish a framework and process to deal with issues of risk management; and to account to the federal government for expenditures related to funds received for the Indirect Costs of Research. Through the Association of Universities and Colleges of Canada, there will soon be quality control reports required of member universities. UNBC also participates in annual benchmarking exercises led by the Association of Commonwealth Universities which also requires detailed quantitative and qualitative reporting. These new accountability requirements come on top of the standard requirements for Five Year Capital Plans; for annual statistical reporting to Advanced Education, to The University Presidents Council, to Statistics Canada; for accountabilities relating to federal and provincially derived research funds; from the obligation to publish annual reports; and from internal requirements for Board and Senate reporting. Escalating accountability requirements are imposing a heavy burden on existing staff and need to be addressed through increased staff support and improved accountability processes.

Recommendation 3:

That UNBC address on a priority basis staffing and funding issues relating to student recruitment, information technology, research and graduate studies, teaching support, the need for expanded campus facilities, and increased accountability requirements.

5. On-going Planning, Coordination and Communication

A university five-year plan, whether focusing on academic or the administrative operations, cannot be definitively determined at the outset. Conditions change: priorities shift. As a result, the university needs to preserve the flexibility required to make informed and strategic choices in a dynamic context.

In developing this Administrative Services Plan, the members of President's Executive Council found themselves overwhelmed by the detail contained in the self-studies prepared by the major administrative departments. The self-studies included departmental plans for new initiatives, increased staff support, and additional spending. The question naturally arose as to how PEC could set priorities and make choices in the face this barrage of well-argued and highly defensible proposals.

To address this question the Administrative Services Plan seeks to establish the deliberative and decision-making structure within which institutional needs can be most effectively identified, priorities determined, and wise decisions made within the overall framework established by the UNBC Statements of Vision, Mission and Values and based upon the information drawn from benchmarking comparisons and other relevant sources.

The proposed administrative and management structure and processes are also intended to address other issues raised in the departmental self-studies and focus group discussions. Pre-eminent among these issues are the need to ensure a higher degree of collaboration and cooperation among divisions and departments within the university, and the need to ensure effective communication of administrative decisions and initiatives both within the university and between the university and the public at large.

The proposed structure should also assist in handling the increased burden of accountability requirements that has materialized over the past two years.

The structure centres on President's Council as the senior administrative council responsible for ensuring effective and coordinated university management.

The strength of PC is its size: it consists of all of the senior managers of the university including the Directors of all the major academic and administrative departments, the Deans, the Vice-Presidents and the President. The weakness of PC is its size: it is simply too large to be effective as either a deliberative or decision-making body. Too often its meetings are more information sharing – what some dismiss as “show & tell” – than effective deliberation and decision-making. As a result, decision-making has gravitated to President's Executive Council, consisting of the President and Vice-Presidents, with the consequence that UNBC is seen to be overly centralized leaving many senior managers feeling disenfranchised from the decision-making process. The resulting frustration was clearly and candidly expressed in a number of the departmental self-studies.

It is important, therefore, to restore a better balance between PC and PEC and to reconstruct PC to ensure both effective consultation and debate and effective decision-making.

The model proposed below is very preliminary and requires much further discussion. It is based upon the following operational goals:

- to re-establish PC as the senior management policy and planning body at UNBC;
- to develop effective reporting relationships to PC from other standing committees in order to ensure broad discussion of major operational issues and policies;
- to establish a limited number of standing committees of PC capable of coordinating related departmental activities, managing shared projects, assisting in the identification of institutional priorities, and effectively engaging PC in the making of strategic choices;
- to reduce the committee obligations of the senior university administrators and the time spent in administrative committees by ensuring that committee time is effective and meaningful;
- to minimize operational silos by ensuring a higher degree of cross-departmental collaboration, consultation, and shared decision-making.

At the outset, the proposed Standing Committees will develop detailed terms of reference for PC approval. The committees will also be asked to review the administrative department self-study reports prepared for the Administrative Services Plan and indicate the proposed activities and projects that fall within their terms of reference. Where the projects cross over two or more Standing Committees, a determination will be made as to which committee carries primary responsibility.

PC will reduce its regular meetings to once every two months for either day-long or half day sessions. The agendas for these meetings will be set by the PC Committee on Operations and Rules.

The Standing Committees as well as PEC will file written reports to PC at these regular meetings, including minutes of their meetings (PEC minutes will omit discussions on personnel and related issues), and appendices, such as the College Council meeting minutes as appendices to the report filed by the Committee on Academic Programs and Services. These reports will be submitted to PC SCOR two weeks in advance of the regular PC meetings.

The reports will address the priority issues and initiatives being discussed by the respective Standing Committees. PC will have the opportunity to challenge the priorities and to identify those initiatives that have major implications for other administrative units not included in the reporting committee. It is essential for the Standing Committees to be comprehensive in their reporting and clear in the recommendations being brought to PC

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for approval. The regular PC meetings will be essential components in planning the further growth and development of UNBC.

It is also essential that the directions and initiatives that emerge from PC be shared by members with their respective units of operations and be made public as appropriate. The Director of Public Relations and Media will work with the Assistant to PC to ensure the effective communication of major decisions and directions resulting from PC meetings.

Membership of PC will be expanded to include the Coordinators of the First Nations and the International Centres.

In addition to its regular meetings, PC will meet at least once per semester with Program Chairs, with student leaders, and for special meetings as circumstances require.

The terms of reference for PC are as follows:

President's Council, the senior management policy and planning body of the university, is a council of senior administrators encompassing all major areas of operations. It brings together members of the executive team (President and Vice-Presidents) along with the Deans, the Directors of academic support services, including the Registrar and Chief Librarian, the Directors of the major administrative areas (i.e. finance and HR), and the Coordinators of the First Nations and International Centres.

The principal purpose of PC is to keep abreast of developments within the university and to ensure the highest degree of coordination among administrative units. Within that broad function, it is important that PC assist in the identification of overall university priorities.

PC is also the custodian of university policies. All administrative policies are approved, and periodically revised, through PC. Policies originated and approved in Board and Senate are brought to PC as part of the consultative process.

PC is kept informed of general developments in the political arena – both federal and provincial – that may affect the university.

The proposed Standing Committees of PC are as follows:

- **PC Committee on Organization and Rules**

Chaired by the President

Members: the Chairs of PC Standing Committees

Responsibilities: to set the agendas for regular PC meetings

- **Academic Programs and Services**

Chaired by the Vice-President Academic & Provost

Members: V.P. Research, Deans, Associate V.P. Medicine, Registrar, University Librarian, Director of CTS, Director of Regional Operations, Director of Co-op Education

Ex officio Members: President

Responsible for coordinating academic program planning and administration, ensuring sufficient resources for academic programs, overseeing student recruitment (preferably through a student recruitment and student retention subcommittee(s) consisting of people with daily operational responsibilities in these areas such as liaison officers, academic counselors, the Director of Public Relations and Media), and ensuring effective regional academic offerings and services.

- **Student Services**

Chaired by the Vice-President Academic & Provost

Members: Director of Student Services, Coordinator of First Nations Centre, Manager of Housing and Conference Services, Coordinator of International Centre, Athletics and Rec Coordinator, Food Services Manager, Assistant Dean of Student Affairs (Medicine), Director of Co-op Education, University Librarian, Bookstore Manager

Ex officio Members: President, Deans, Associate V.P. Medicine, V.P. Administration & Finance, Director of Regional Operations

Responsible for planning and coordinating student services (the committee may create a subcommittee to deal with regional student services.)

(The Academic Planning and Services Committee, and the Student Services Committee may routinely or periodically meet together as determined by the V.P. Academic & Provost.)

- **Research Planning and Services**

Chaired by the Vice-President Research

Members: Deans, Associate V.P. Medicine, Librarian, Heads of Major Research Facilities, Heads of Research Institutes and Centres, Director of Facilities, Director of CTS, Director of HR, Director of Finance & Budgets

Ex officio: President, Vice-President Academic & Provost, Vice-President Administration and Finance

Responsible for research planning, overseeing the administration of major research initiatives and facilities, recommending the best allocation of research space etc.

- **Administrative Directors (non-Academic)**

Chaired by the Vice-President Administration and Finance

Members: Director of Finance and Budgets, Director of Human Resources, Director of Facilities, Purchasing Agent, Director of Administrative Computing Services

Ex officio: President

Responsible for coordinating non-academic administrative services

- **IT and Information Services**

Co-Chaired by the Directors of CTS and ACS

Members: University Librarian, Head of Educational Media Services, Head of Centre for Teaching and Learning, Director of Regional Operations, Registrar or designate, Chair of Computer Science, Senior Lab Instructor GIS, Admin Department Major User (TBA)

Responsible for planning and coordinating IT, Information Services, and the application of technology to teaching and learning.

- **The Facts Team**

Chaired by the Director of Institutional Research

Members: Director of ACS, Registrar or designate, HR Assistant to the Vice-President Academic, Director of HR or designate; Director of Finance and Budgeting or designate, Director of Media and Public Relations, V.P. Research or designate, Director of Regional Operations, University Librarian

Responsible for statistical and accountability reporting and for determining the accuracy of public reporting.

- **Human Resource Planning**

Chaired by the Director of Human Resources

Members: College Deans or designates, Director of ACS, Continuing Education Manager, HR Assistant to the V.P. Academic & Provost, Director of Regional Operations or designate, Project Leader, Centre for Teaching & Learning

Ex officio: V.P. Academic & Provost, V.P. Administration & Finance

Responsibility: To plan and implement employee, management, and Chair training programs, including orientation of new employees, to institute employment equity measures etc.

- **External Relations and Marketing**

Chaired by the Director of Media and Public Relations

Members: Director of Development, Director of Co-op Education, Conference Services Manager, University Industry Liaison Officer, Director of Regional Operations, Continuing Education Manager, Director of University Industry Liaison, Coordinator of the International Centre, Director of Human Resources or designate, Director of Student Services or designate

Ex officio: President, V.P. Research

Responsible for planning and coordinating advertising, public relations and marketing activities, including employment advertising, and through a sub-

committee including the President, V.P. Research, Director of Development, and Director of Co-op, with the V.P. Academic and V.P. Administration as ex officio, to coordinate university interactions with private sector interests and corporations.

- **Business Development / Business Relations**

Chaired by the V.P. Administration and Finance

Members: Heads of Ancillary Operations, Director of ACS, Continuing Education Manager, Athletics and Rec Coordinator, Executive Assistant CSAM, Director of Regional Operations, Director of MBA Program, Director of Finance and Budgets or designate, Dean of CASHS or designate, Purchasing Agent, others developing business ventures

Responsible for planning and developing income-generating businesses to secure new revenue streams for the university. Expand Terms of Reference to incorporate major contracts.

Ex officio: President, V.P. Research, Director of Development

- **Health, Safety and Risk Analysis**

Chaired by the V.P. Administration and Finance

Members: Purchasing Agent, Health and Safety Officers, Health Centre Coordinator, Chair of the Health & Safety Committee, Chair of the Safer Campus Committee, Director of Student Services, Coordinator of First Nations Centre, Director of Facilities, Coordinator of the International Centre, Director of Finance and Budgets, Chair of Radioisotopes and Radiation Hazards Committee, Executive Assistant to CSAM

Responsible for developing and administering Risk Management strategies.

Recommendation 4

That for purposes of on-going planning, President's Council be re-organized into functional standing committees with responsibility to identify issues arising from their areas of operations, to propose solutions, to develop and coordinate planning initiatives, and to engage PC in the setting of overall institutional priorities and directions.

President's Executive Council will remain the senior executive body at the university responsible for overseeing and coordinating major management and governance issues on a constant basis, including the final development of the university budget. Nevertheless, the terms of reference of PEC will clearly indicate the Council's intention to reserve, to the extent possible, policy and on-going planning issues to President's Council. Also PEC will file reports, or minutes, with PC and review its actions at the regular PC meetings.

The composition and terms of reference for PEC are as follows:

- **President's Executive Council**

Chaired by the President

Members: Vice-Presidents

Responsible for dealing with budgetary, financial, and personnel issues as required, coordinating major university projects (e.g. the NMP, capital construction), finalizing the development of the university annual operational, capital and ancillary budgets, overseeing interactions with government, other universities, national and provincial university bodies etc., and dealing with issues of management responsibility and accountability to the Board.

6. *Conclusion*

The Administrative Services Plan is designed to establish the management structures and processes that will assist the university's administrative departments, individually and collectively, to attain the operational standards and aspirations set out in the statements of vision, goals and objectives proposed for UNBC.

The vision is: Contributing together to provide exemplary service.

The goals related to the vision are to:

- provide a quality service to the university community
- provide expert administrative service leadership
- be responsive to community needs
- encourage the ongoing development of staff.

The Plan is also designed to provide the university with a framework (based on the UNBC Statements of Vision, Mission and Values); a process (based on high-level benchmarking); and a structure (centering on President's Council), to enable it to review proposals, establish priorities, coordinate projects, and ensure effective management for

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the institution over the next five years. Within this framework, process, and structure it is inevitable that leadership initiatives will come from different people at different times. The intent is to ensure the degree of flexibility necessary to allow UNBC to adapt to changing circumstances and benefit from the leadership that each and every member of PC, including the constituents they represent, is able to provide. UNBC will not succeed if senior leaders feel disenfranchised and unable to contribute to shaping the future of the institution they are all committed to build. Hopefully this Plan will overcome current feelings of disenfranchisement and marginalization and provide the means by which UNBC can confront the challenges that lay ahead. It is essential that we find the means to ensure that this precocious young university – a university created in northern BC despite the odds – can continue to grow and to flourish and to remain a model for universities built for and shaped to the realities of the 21st Century.

Appendix 1

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

ADMINISTRATIVE SERVICE PLAN

VISION, GOALS AND OBJECTIVES

VISION

The vision is one of “Contributing Together” to provide exemplary service. The departments are interdependent units of competence that function collaboratively to lead and support the mission of the university and its plans through *Service, Leadership, Responsiveness and Development of Staff*. This vision will be implemented throughout the UNBC region by: practicing collaboration and cooperation; establishing a climate of encouragement; expecting a broader involvement within the University and community; and treating others as leaders in their respective areas.

GOALS

1. UNBC will provide a quality **service** to the university community.
2. UNBC will provide expert administrative service **leadership**.
3. UNBC will be **responsive** to community needs.
4. UNBC will encourage the ongoing **development of staff**.

OBJECTIVES

To meet the *service* goal the following objectives have been identified:

1. Align and coordinate services and standards with institutional goals
2. Maintain continuous liaison with clients and partners
3. Plan improvements on an on-going basis
4. Establish atmosphere and procedures for open accountability

To meet the *leadership* goal the following objectives have been identified

1. Identify financial and administrative implications of institutional initiatives
2. Anticipate future needs
3. Provide expert advice both internally and externally
4. Plan strategic deployment of resources for future developments (stewardship)
5. Support and encourage initiative and the implementation of new ideas

To meet the *responsive* goal the following objectives have been identified

1. Consult widely on major initiatives
2. Listen to constituents and respond to concerns
3. Enable and encourage others
4. Challenge the process
5. Involvement in a broader range of initiatives will be supported/encouraged
6. Make decisions in a timely fashion
7. Encourage the implementation of a system of prioritization

To meet the *development of staff* goal the following objectives have been identified

1. Provide support structure for on-going professional development
2. Expect professional development as part of the job
3. Design and maintain staff development programs
4. Promote educational enrichment and encouragement