

## COLLECTIVE DIALOGUE ON STRATEGIC PLANNING COMMITTEE

The purpose of this statement is to reach explicit understandings about the emerging pattern of collective consultation between the Provost and the Center/School Directors as a collective body, with agreement on how this dialogue fits with the existing governance system.

Several developments in CGU in the past year have made a regularized collective dialogue on strategic planning between Provost and Directors increasingly desirable:

- The SPC now numbers 17 members, including six elected faculty members whose attention to planning and administration is (and should be, given their full time faculty status) episodic. The SPC is constituted so as to be an effective oversight body, but not literally to be a planning body.
- The development of Centers/Schools over the last few years and the revision of the budget process last year gives the Centers/Schools a great deal of autonomy as well as a substantial realm of collective interests. This means that the former pattern of consultation, relying heavily on bilateral talks and negotiations between the Provost and each Director, is now obsolete.
- Recognizing this, Directors began to meet last spring and summer to develop greater understanding of each other's Centers/Schools as well as to develop common perspectives on matters central to the planning and budget processes.

Inevitably, this collective dialogue among directors will come to involve the Provost as well. The purpose of these meetings will be to work through implementation of the Center/School structure and budgeting process approved by the SPC last year, as well as to increase our capacity for "bottom up/top down" planning. The Vice Presidents for Finance and External Relations will join these discussions at times, as the meeting agenda warrants.

The Provost proposes that the SPC acknowledge the desirability of this collective dialogue between Provost and Directors. It should be explicitly understood that the SPC remains as the planning oversight body. The SPC remains as the sole body authorized to exert oversight over the planning process in CGU. It may give the Provost and Directors charges to consider particular topics or to incorporate specific considerations in the overall institutional plan. It may require reports from the Provost and Directors and review their discussions at any time. If and when the Provost and Directors develop substantive proposals that go beyond the current planning framework, they must bring these proposals to the SPC for approval.

**(Prepared by Provost and Dean of Faculty Thomas R. Rochon, SPC voted its unanimous support of the document on December 6, 1997).**