

**Operating Principles and Concepts for the
Administrative Integration Steering Committee
May 9, 2005**

- We should identify assets that must be preserved and that are crucial for each of our divisions and campuses to thrive. Then have each organizational entity present their key assets to the entire steering committee for mutual understanding.
- We must all realize that the work we are embarking on is difficult and will influence the lives of our colleagues. If we create an atmosphere of high trust and respect for all interests at the table, our work will proceed with fewer transaction costs.
- We should operate the steering committee and each work group with a win-win approach to problem solving. Use of an interest-based approach to understand all the key interests from all the organizational entities that will be served by UW-Colleges /UW-Extension will enhance our work. We will benefit from a framework of understanding “interests” as opposed to taking “positions”.
- Early on we should identify mutual interests and potential for mutual gain. We should keep pursuing options until all parties have their specific interests met.
- Identify areas where interests may be in conflict. Do not ignore conflict areas. Have small sub-groups work on these areas of conflict. An approach that identifies criteria and procedures for resolving conflict should be developed. A procedure should be developed in the case where we can not agree on an approach or strategy. It is important that we do not allow our self to get bogged down on some details that prohibit us from making progress on many issues.
- Decisions on potential structure change should be based on getting analytical before taking action. Some functions may benefit from centralization and others may benefit from decentralization.
- Whatever we do should be done with the end in mind of making all of our organizational entities better able to serve their stakeholders. While saving money is important, it should not come at the expense of our respective missions.
- We embrace the opportunity to create new organizational structure that meets the needs of the citizens in Wisconsin in new ways.
- The strengths of our organizations are at the divisional, campus *and academic department* levels. It is necessary for all of our divisions/campuses/*academic departments* to be attached to some central organizational structure that performs leadership for vital functions.
- While many of us may have preferred to keep the central structure as it currently exists, we must face the fact that this is no longer a possibility. The issue in front of us is how to make each of our organizational entities even better by combining some functions while preserving the best assets we currently have to meet our respective missions.