



Lynn University Annual Cycle  
Explanation of Activities

## Annual Cycle Activity Explanation

Activity Frequency	Name of Activity	Activity Description
YG	Admission Retreat	Admission Retreat is a two-day program for all Admission staff to review the past year, participate in problem-solving, plan for the coming year and introduce new ideas. We include training for new software or for new tasks and initiatives. Experienced staff members participate as leaders and presenters. Activities include social time together as well as team-building exercises.
YG	Admissions Boot-Camp	Boot Camp is a two-day review of the upcoming academic year through the eyes of colleagues across the campus. To be timely, it must occur in August before students arrive. The discussion includes updates in the academic areas as well as updates in student affairs and athletics. The purpose of this activity is to be sure the admission officers and support staff are conveying the right message to prospective students. In addition, participants explore ways to partner with other offices to enroll the right students and achieve desired outcomes. For new staff, this is also an opportunity to match faces with names in other departments.
YG	August Development Retreat	At the August Development Retreat, staff complete planning and solidify goals. Every staff member presents his/her goals, objectives and action plans for the upcoming year. The goals and responsible point persons also are finalized.
YG	August IT Retreat	The Information Technology Office has an annual retreat which usually takes place in August. All IT staff members participate. Directors present annual goals and future initiatives, and the CIO presents a recap of annual accomplishments and reviews last year's performance. IT staff also participate in listing, discussion and analyses of IT Top 10 Issues for the upcoming academic year.
YG	Board Retreat	The board periodically holds retreats to rekindle board member commitment, to examine its own effectiveness, and to discuss important policy issues and concerns that may not reach the table in the course of regularly scheduled meetings.
YG	Cabinet Retreat	This yearly event occurs in June and provides the vice presidents of the major academic and administrative divisions an opportunity to convene and discuss broad institutional strategy, goals, initiatives and projects.
YG	Capital Budget Meetings	This annual meeting is conducted separate from the division/departmental budget process. This meeting includes the President, the VP for Business and Finance, the Sr. VP for Administration, CIO and Chief of Staff. A comprehensive review of all proposed capital spending is undertaken and submitted to the board.

Legend: Activity Frequency	
Yearly or Greater	YG
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YG	College Board EPS Top Feeder Schools Update	Each year, the Office of Admission analyzes top feeder high schools through the College Board EPS to plan for recruiting in upcoming cycles.
YG	Deans Retreat	On an annual basis the VP for Academic Affairs and Deans meet to set and review goals--strategic, annual and operational--and to address issues of policy, planning and finances.
YG	Distribution of Budget Submission Instructions for Upcoming Year	The Office of Business and Finance distributes a memorandum to all divisions of the university with instructions on budget formulation and submission.
YG	Division Budget Submissions for Upcoming Year to Office of Business and Finance	This due date is in March and precedes the Office of Business and Finance construction of the preliminary budget, which is presented to the board in May.
YG	Divisional/Departmental Budget Meetings	This process generally occurs in March and April as outlined by a memorandum circulated by the Office of Business and Finance. The divisional/departmental budget meetings provide an opportunity for divisions and their departments to meet, discuss and plan their budgets for the upcoming year.
YG	Employee Services Retreat	The Office of Employee Services participates in an annual staff retreat to plan and assess previous years' goals and to discuss budget items.
YG	Endowment Earnings and End of Year Financial Performance Reporting	The managers of the university's endowment portfolio generate year-end fiscal reports.
YG	Endowment Performance Reports to Donors	Annual endowment performance reports are sent to donors to provide them with the current market value of their endowment.
YG	Faculty Orientation and Professional Days	In August, January and May, the VP for Academic Affairs conducts multiple day meetings required for all full-time faculty. These meetings include discussion of planning, policies and other issues as well as faculty development workshops and informational sessions.
YG	Faculty Professional Development Days	In August, January and May, the VP for Academic Affairs conducts multiple day meetings required for all full-time faculty. These meetings include discussion of planning, policies and other issues as well as faculty development workshops and informational sessions.

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YG	Faculty Promotions and Elevation of Rank	This occurs in the final board meeting of the academic year, where the VP for Academic Affairs presents for consideration and action academic promotions and elevations of rank.
YG	Fall I Census/Snapshot	This is the first of two fall census/snapshots of the university's enrollment taken after the drop/add period and is used in the construction of the university's fact sheet and numerous other reports.
YG	Fall II Census/Snapshot	This is the second of two fall census/snapshots of the university's enrollment taken after the drop/add period and is used in the construction of the university's fact sheet and numerous other reports.
YG	Formulation of Divisional Goals for Upcoming Year	The timing of goal formulation for the upcoming fiscal year varies slightly from division to division, but generally this planning begins in advance of the March and April preliminary budget construction process led by the Office of Business and Finance. Strategic goals are refined over the summer through the Cabinet Performance Review/Review of Divisional Progress and the cabinet retreat, both of which occur in June.
YG	Housing and Residential Life Quality of Life Survey	The Housing and Residential Life Quality of Life Survey was implemented this past spring for the first time. The survey was conducted online, and its purpose was to assess the quality of life in the residence halls. Findings from the survey will be used to determine renovations, programmatic philosophies, staffing, etc.
YG	Issuance of Letters to Non-renewed Faculty	The VP for Academic Affairs issues these letters in December for the following Fall semester.
YG	IT Annual Achievement Report	As part of the strategic planning and assessment process, the IT department produces an annual report that reviews the previous year's accomplishments, budget activities, strategic planning progress, IT goals, and planning activities for the upcoming academic year.

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YG	IT Annual Project Planning for Upcoming Academic Year	The CIO and all IT directors meet once a year to review, plan and coordinate projects for all the divisions within IT. This meeting includes Information Systems Services, Network and Support Services, Institute for Distance Learning, and the Center for Instructional Innovation. A presentation with goals from each division and a review of future projects is presented in an August or September IT staff meeting.
YG	IT Capital Infrastructure Inventory	Annually, the IT department maintains and validates an infrastructure inventory. This is done via discovery tools as well as physical inventory. The data used from the inventory are used to produce a forecast for the next five fiscal years on expected end of life and refresh cycles for all technology infrastructure.
YG	IT Security Audit	The IT department executes an IT security audit provided by a third party to assess and review IT vulnerabilities, exposures and risks. The audit also produces projects and has given guidance to budget requests. This security audit was first performed in 2007 and again in 2008 and 2009. In 2010, the department sought a new vendor to execute the audit, and thus, an audit was not conducted that year.
YG	IT Support Services Campus Survey	In 2009, the IT Support Services division conducted a survey to gather feedback from students on the services provided by the Helpdesk as well as resources provided by the IT department. IT will continue to use this tool to obtain feedback from students as well as to benchmark itself. For the 2010-2011 academic year, IT will use TechQual to administer this survey.
YG	January Development Retreat	The January Development Retreat is an opportunity to review our status toward goals of the year and to plan and make adjustments in budget and actions as needed. The January 2010 retreat was cancelled due to the Haiti Crisis.
YG	J-Term Course Evaluation	This course evaluation is administered after the three-week January term.
YG	Lynn University Annual Fact Sheet Update	This fact sheet is produced on an annual basis and contains key descriptive statistics about university makeup and characteristics.
YG	Lynn University Employee Benefits Survey	This survey is administered in the fall prior to open enrollment in order to determine employees' satisfaction regarding their benefits.
YG	Marketing Staff Retreat	Each spring, the Marketing and Communication managers discuss strategies, goals and objectives to prepare the following year's plan draft. Then each summer, the full Marketing and Communication staff meets to flesh out the annual plan with tactics and measurement. The retreat also features team-building activities.

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YG	Mid-Year Review of Division Progress	This informal review between academic and administrative division vice presidents and the president occurs midway through the fiscal year (in January or February) in place of the monthly meeting with the president. This conversation typically focuses exclusively on progress toward strategic goals and initiatives.
YG	Planning and Evaluation of Scholarship Awards Which Use Endowment Funds	Letters written by scholarship recipients to their respective scholarship donors are sent throughout the year.
YG	President's Review of Goals for Previous Year Submitted to Board	Each year the President typically submits the following to the Board Chair and Executive Committee for their review: a summary narrative addressing the broad institutional goals and initiatives of the prior fiscal year; detail of university credit card usage of the prior fiscal year; detail of submitted reimbursements of the prior fiscal year; detail regarding use of the university home; and all university print media clips from the prior fiscal year.
YG	Review and Action on Audited Financials for FYE June 30	Each year the board has an opportunity in the fall to review the previous fiscal year's audited financial statements.
YG	Review and Action on Final University-Wide Budget for the Current Year	Each year the board has an opportunity in the fall to review and take action on the final budget presented after fall enrollment is known.
YG	Review and Action on University-Wide Preliminary Budget for Upcoming Year	Each year the board has an opportunity in the spring during the May meeting to review and take action on the preliminary budget presented for the upcoming year.
YG	Review and Approval of IRS Form 990 - Return of Organization Exempt From Income Tax	Each year the board is required to review and approve the IRS Form 990.
YG	Review Institutional Mission and Vision	Each year the board has an opportunity in the fall to review the university's mission and vision.
YG	Review of University-Wide Preliminary Budget for Submission to Board	This is the last stage in preparation before the preliminary campus-wide budget is submitted to the board. The President, VP for Business and Finance and the Chief of Staff participate in this meeting.
YG	SIR II Fall I Faculty Course Evaluations	This teacher evaluation instrument objectively captures student assessment of teacher effectiveness.
YG	SIR II Fall II Faculty Course Evaluations	This teacher evaluation instrument objectively captures student assessment of teacher effectiveness.
YG	SIR II Spring I Faculty Course Evaluations	This teacher evaluation instrument objectively captures student assessment of teacher effectiveness.
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YG	SIR II Spring Undergraduate Day Course Evaluations	This teacher evaluation instrument objectively captures student assessment of teacher effectiveness.
YG	Spring I Census/Snapshot	This is the first of two spring census/snapshots of the university's enrollment taken after the drop/add period and is used in the construction of the university's fact sheet and numerous other reports.
YG	Spring II Census/Snapshot	This is the second of two spring census/snapshots of the university's enrollment taken after the drop/add period and is used in the construction of the university's fact sheet and numerous other reports.
YG	Staff Performance Evaluations	All regular staff employees receive periodic performance appraisals in accordance with The Lynn University Comprehensive Institution-Wide Policy Manual – Volume III, section 3.7.1.2. The employee's immediate supervisor is responsible for conducting at least one annual appraisal. The appraisal program provides a planned opportunity for the employee and supervisor to meet, discuss and document accomplishments, expectations and overall job
YG	State of the University Address	This relatively new tradition occurs in the fall and has taken place every year since the launch of Lynn 2020 in 2006. This annual fall address to the university community is widely publicized on campus and beyond, and serves as our annual workforce report card moment. Strategic advances and challenges from the prior year are discussed. The speech also presents the institution's strategic agenda for the current year. This event promotes university-wide common understanding on institutional strategic direction, as well as greater integration and coordination.
YG	Student Administrative Services Retreat	The Office of Student Administrative Services participates in an annual staff retreat to plan, assess previous years' goals and discuss budget items.
YG	Student Life Planning Days	At the end of each academic year, the Division of Student Life comes together to review the year. This is also a time to remind staff to complete their end-of-the-year reports (goals and learning outcomes). Each August, the division again meets to introduce new staff members and to discuss the division's priorities, which are established from end-of-the-year reports and the Division of Student Life Strategic Plan.

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YG	Top 100 Vendor Exercise (Two-year review)	Every two years, the university undertakes a top 100 vendors exercise to contain costs and evaluate the strategic necessity of vendors. The Office of Budget and Finance through Accounts Payable produces a list of the top 100 highest-paid vendors. Each vendor is paired with the academic or administrative vice president most closely associated with the work of the vendor. Each vice president is required to answer a series of standardized questions pertaining to each vendor on their list and meet for discussion with the President, VP for Business and Finance, and the Chief of Staff. The Board is also briefed on the results of the exercise.
QS	Administration Retreat	The Administration department typically holds these meetings off campus and at least once a semester. Department members discuss their status as to their goals for the year as well as future planning needs and challenges within the department.
QS	Admission Mini-Retreat	After travel season, the Admission staff meets for a half-day away from campus to review travel and work on team-building. This open-ended discussion offers an opportunity to air issues and problems, and to share new ideas and discoveries. The staff also inventories upcoming events and outlines plans for the spring.
QS	Athletic Compliance Education Meetings	These meetings are conducted to keep the coaches and staff current on all NCAA guidelines.
QS	Athletic Council Meetings	These meetings are chaired by the faculty athletic representative and occur twice a semester. Their purpose is to enable policy decisions and recommendations to be implemented for the athletic department.
QS	Blue & White Leadership Council Meetings	The Blue & White Leadership Council is made up of individuals from outside the university who have a deep interest in Lynn University's athletic program. The council meets four times a year to discuss fundraising and projects for the Blue & White Club, which is the fundraising arm for athletics.
QS	Board Meeting	The board of trustees is an active policy-making body that convenes formal meetings of the entire board four times annually. For each of the four board meetings, a board book is produced with the agenda for the upcoming meeting and a detailed update from each division of the university.
QS	Board of Trustees Audit Committee Meeting	This is a standing committee of the board of trustees with its own unique policy-making purview. This committee engages in matters that contribute to planning, budgeting and evaluation.

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QS	Board of Trustees External Relations Committee Meeting	This is a standing committee of the board of trustees with its own unique policy-making purview. This committee engages in matters that contribute to planning, budgeting and evaluation.
QS	Board of Trustees Internal Resources Committee Meeting	This is a standing committee of the board of trustees with its own unique policy-making purview. This committee engages in matters that contribute to planning, budgeting and evaluation.
QS	Board of Trustees Student Learning and Co-Curricular Life Committee Meeting	This is a standing committee of the board of trustees with its own unique policy-making purview. This committee engages in matters that contribute to planning, budgeting and evaluation.
QS	Board of Trustees Trusteeship Committee Meeting	This is a standing committee of the board of trustees with its own unique policy-making purview. This committee engages in matters that contribute to planning, budgeting and evaluation.
QS	Dialogues of Learning Course Evaluations Administered	This occurs in the fall and spring, and is an assessment of the university core curriculum.
QS	Faculty Orientation-Professional Days	In August, January and May, the VP for Academic Affairs conducts multiple day meetings required for all full-time faculty. These meetings include discussion of <del>learning policies and other issues as well as faculty development workshops</del>
QS	Head Coaches Meetings	These meetings take place twice a semester so that the coaches can meet directly with the Sr. VP for Administration and Athletic Director for timely reports.
QS	Presentation of University Goals and Initiatives to Board for Current Year	As stipulated in the President's employment agreement with the board, on or around September 15 the President submits to the board for its review his broad institutional goals and initiatives for the upcoming year.
QS	Quarterly Capital Budget Review	The quarterly capital budget meetings provides a planned opportunity for the President, Chief of Staff, VP for Business and Finance, Executive VP for Administration, and Chief Information Officer to meet and discuss planned and emerging capital spending.
MW	Academic Council	In order to promote the mission and goals of Lynn University, the administration and faculty must deliberate upon and make recommendations to the President concerning matters important to the academic life of the university. Such matters shall include, but not necessarily be limited to, curriculum, learning and teaching, the educational environment, academic standards, professional development, and relevant institutional planning. Therefore, the Academic Council, through its standing committees (which meet monthly), is empowered to discuss, examine, assess and recommend, to the President or his designee, policies relevant to the academic life of Lynn University.

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Activity Frequency	Name of Activity	Activity Description
MW	Academic Council Committees	The standing committees of Academic Council include the following: Faculty Standards and Professional Development Committee; Curriculum Committee and Academic Standards; Dialogues of Learning Steering Committee; and Academic Assessment Committee. These Academic Council standing committees meet monthly and take up and dispose of academic governance concerns on behalf of the council.
MW	Administration Capital Project Meetings	These monthly meetings are conducted to identify capital projects, prioritize the need, and determine the budget amount necessary to complete the project.
MW	Administration Staff Meetings	These twice monthly meetings are for planning, evaluating and reporting out information relative to the day-to-day operations of the university.
MW	Admission Open House Report	Undergraduate Open House events are offered five times per year (two in the fall and three in the spring). Prospects, applicants and admitted students are invited; agendas are sent in advance. These events include campus tours, presentations about the academic program and co-curricular activities, and opportunities to meet with financial aid personnel. Evening and Graduate Open houses are held three times per year (prior to Fall I, Spring I and Summer) but do not have agenda; they are designed for working students to come to campus to meet faculty one-on-one and to get help with financial aid. This is a “drop-in” program held on Saturdays or weekday evenings.
MW	Admission Staff Meeting	Entire admission staff meets weekly (Thursdays) to review the week; discuss upcoming events, problems or issues; share information; hear presentations by other Lynn community members; or obtain skills training. Meeting minutes are e-mailed to staff who are traveling, and all minutes are kept on the our network drive.
MW	Admissions Management Meetings	The VP, two directors and two associate directors meet at least once monthly, sometimes weekly (depending on time of year), to review data, budget, personnel issues and plans for upcoming events and initiatives. These meetings occur as necessary and are planned around the travel calendars of the participants and the needs of the staff.
MW	Alert Team Meeting	This multidisciplinary intervention team aggressively solicits and receives written concerns about individual students' emotional, physical, social and academic difficulties. Based on circumstances, team members develop and implement customized intervention strategies.

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MW	Budget Variance Reports	These reports are issued monthly by the Office of Business and Finance to all cabinet members for financial oversight of all departments under their supervision. These reports allow cabinet members to evaluate actual spending to planned spending for all lines in their budget.
MW	Business and Finance Managers and Directors Meetings	The VP of Business and Finance conducts a monthly meeting with all reporting directors to review plans, goals and budgets.
MW	Cabinet Meeting	Cabinet meetings occur monthly except for June, when the cabinet holds its annual retreat, and the month of July. The cabinet meeting provides a planned, recurring opportunity for the executive leadership team to meet, discuss, plan, budget and evaluate the overall performance of the university.
MW	Cabinet Performance Review/Review of Division Progress	Occuring in June at the end of the fiscal year, the annual comprehensive performance reviews evaluate the overall effectiveness of the Vice Presidents' divisions and cover goals from the past year as well as an assessment of success in meeting them. In addition, goals for the coming year based on that assessment, as well as priorities identified by the Board of Trustees and the President, are addressed. The following a list of items compiled and reviewed; updated CV; updated organizational chart; review of goals and accomplishments from previous year; monthly meeting agendas; cabinet meeting agendas; board reports; discussion of challenges; professional development; vacation / sick leave; consultants used; employee changes - promotions, changes in status, resignation, termination; goals for the
MW	College Faculty Meetings	The faculty of individual colleges meet on a monthly basis (see meeting times attached). An agenda (see examples) is prepared in advance with input from all faculty in the college. Agenda items include reports from various committees, discussion of academic issues and other information deemed appropriate.
MW	Deans Council	The Deans Council consists of the VP for Academic Affairs and the Deans of the five colleges, the Dean of the Institute for Achievement and Learning , the Dean of the Conservatory of Music, and the Dean of the School of Aeronautics. The council meets twice a month during the academic year. Its meetings focus on goals, polices and issues as they pertain to the Division of Academic Affairs. The council also reviews recommendations from the faculty committees of the Academic Council.
MW	Development End of Month Reports	The Office of Development produces and distributes three monthly reports: the end of month contact report; the \$25,000 gift or pledge report; and the Top 10 prospect report.

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MW	Executive Committee of Academic Council	The Executive Committee of Academic Council meets prior to every Academic Council meeting and is responsible for setting the agenda for council meetings, making recommendations to the Chair and Vice Chair regarding all council matters, setting the priorities for the council and its committees, and overseeing compliance with Operating Bylaws matters and election procedures.
MW	Faculty Professional Days	In August, January and May, the VP for Academic Affairs conducts multiple day meetings required for all full-time faculty. These meetings include discussion of planning, policies and other issues as well as faculty development workshops and informational sessions.
MW	IT Project Status Update	The IT directors and CIO meet bimonthly to review, approve and plan future, current and past projects. This group is called the Information Technology Units Committee (ITUC). Project collaboration is discussed and planned.
MW	IT Staff Meeting	The Information Technology departments meet every two months to review planning and information about operations across all of the IT divisions. All Information Technology staff are present at these meetings. Agenda, handouts and other meeting related materials are posted the IT offices SharePoint site.
MW	Marketing Managers Meetings	Each week, the following managers meet to discuss both strategic and operational progress: PR director, director of marketing, design director, Web manager, senior writer/editor and production manager. They collaborate on both current projects and future plans.
MW	Marketing Staff Monthly Meetings	All staff members (production manager, Web team, writers, marketing director, graphic designers and PR team) meet monthly to review progress on annual goals and current projects. That review results in the report the VP presents at her monthly meeting with the President.
MW	Marketing Web Team - Admission Monthly Meetings	The three-member Web team (manager and two multimedia developers) meets with the Admission directors to examine Web metrics, seeking correlation between Admission activities and Web traffic. The group also discusses specific website changes that will assist in recruiting qualified students.
MW	Monthly Board Chair/President Meetings	The President/Board Chair meeting provides a planned, recurring opportunity for the Chair and President to meet in order to discuss and evaluate the overall performance of the university.

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MW	Monthly Cabinet Member Meeting with President	Monthly meetings with the President are available to individual cabinet members of the university. The monthly meetings with the President provide a planned opportunity for the vice presidents to meet and discuss accomplishments, challenges, opportunities, as well as clarify expectations, and overall division and department performance.
MW	SGA Executive Board Meeting	he SGA Executive Board meets every other week to discuss budget requests submitted by clubs and organizations. Additionally, the SGA Executive Board uses this time for planning, constitutional review and discussion of agenda items for the general student population.
MW	SGA Meeting	SGA meetings are held every other week and are open to the entire student population. During these meetings, students discuss a variety of topics including dining, parking, academic policies and procedures, recycling, budget requests and student programs.
MW	Social Media Users Group Meetings	Co-chaired by the members of the PR team, the group was introduced by Marketing and Communication to provide guidance to campus social media users who represent Lynn University either officially or unofficially in social media activities. The group meets three times a year to discuss user issues and technological advances that will benefit Lynn’s online presence and reputation.
MW	Student Life Budget Review	Each year, the Division of Student Life conducts a complete and thorough review of its budget. Money is allocated to divisional priorities as outlined in the strategic plan. The budget review process occurs in a management meeting of the Dean of Students and two associate deans.
MW	Student Life Managers Meeting	Once a week the VP for Student Life meets with his direct reports (the Dean of Students and two associate deans) to discuss a variety of topics that pertain to the daily operations in Student Life: budget, personnel, planning, strategic planning, student discipline and security, to name a few.
MW	VP for Academic Affairs Individual Meetings with Deans and Directors	The VP for Academic Affairs meets with each Dean on a monthly basis and with each director on a regular basis. These meetings focus on discussion of strategic goals, annual goals, finance, and operational and other issues as they develop over the course of the academic year.

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