EAB

Organizational Models for Academic Affairs and Provost Offices

Comparative Analysis and Reorganization Considerations

Putting It All Together

Your Work Plan for Reorganization Development

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Analyze and Assess

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- What are the benefits and drawbacks of our current model?

- What are we seeking to gain from a reorganization?

- Assess "verticality," "CAO-COO spectrum," president-provost shared responsibilities including student affairs and enrollment management, shared governance responsibilities

- Needs assessment of stakeholders

Optimize and Prioritize

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Trends in the Provost's Office

Looking Ahead at the Future of the Provost Role

Elevation of the Provost Role

Provost titles become "Executive Vice President and Provost", more strategic and operational oversight

From "End-User" Focus to "Student Lifecycle" Orientation

Provost's offices begin to organize around student "throughput", from pre-admission to post-graduation; greater integration between co-curricular and academic experience

Growth of Provost's Office

More senior staff with wider portfolios as higher education management becomes increasingly complex, increase emphasis on creating multiple layers of reporting lines

Greater Centralization of Formerly-Distributed Infrastructure

From space management to research administration to back-end support services for travel and purchasing, a shift to reaping economy of scale from formerly-decentralized activities

The Shape of the Hierarchical Pyramid

Considerations for Organization of Reporting Lines and Seniority Levels

Assess "Verticality" of Hierarchy and Reporting Structure

Vertical

- Few senior staff
- Often includes a clear "deputy provost"
- Provost time spent on strategy

Horizontal

- Many senior staff
- Provost time spent on consensus-building

Finding the Best Fit for Your Institution

- Provost workload and time management constraints may necessitate a more vertical model to ensure time for strategic priorities
- Large-scale shifts in institutional strategy may necessitate a more horizontal structure to ensure consensus

Promoting Teaching and Research Versus Keeping the Trains on Time

Assess Culture of Your Institution

Chief Academic Officer

- Provost oversees deans and academic leaders but few or no senior administrative leaders
- Role is concentrated around academic planning and research

Chief Operating Officer

- Senior staff may include CIO, enrollment manager, student affairs
- Oversees strategy and day-to-day operations of the institution

Finding the Best Fit for Your Institution

- President's role and priorities control scope of provost oversight
- Consider provost's informal responsibilities, committee leadership, and resource needs

Linking Shared Governance to Leadership

Senior Staff Roles Parallel to Provost's Senate and Consultation
Responsibilities

Committee Leadership   *Senior Staff Roles*

Space Allocation Committee		Associate Vice Provost, Space
University Resource Committee	**Provost**	Associate Vice Provost, Resources
Academic Program Planning Committee		Associate Vice Provost, Academic Programs
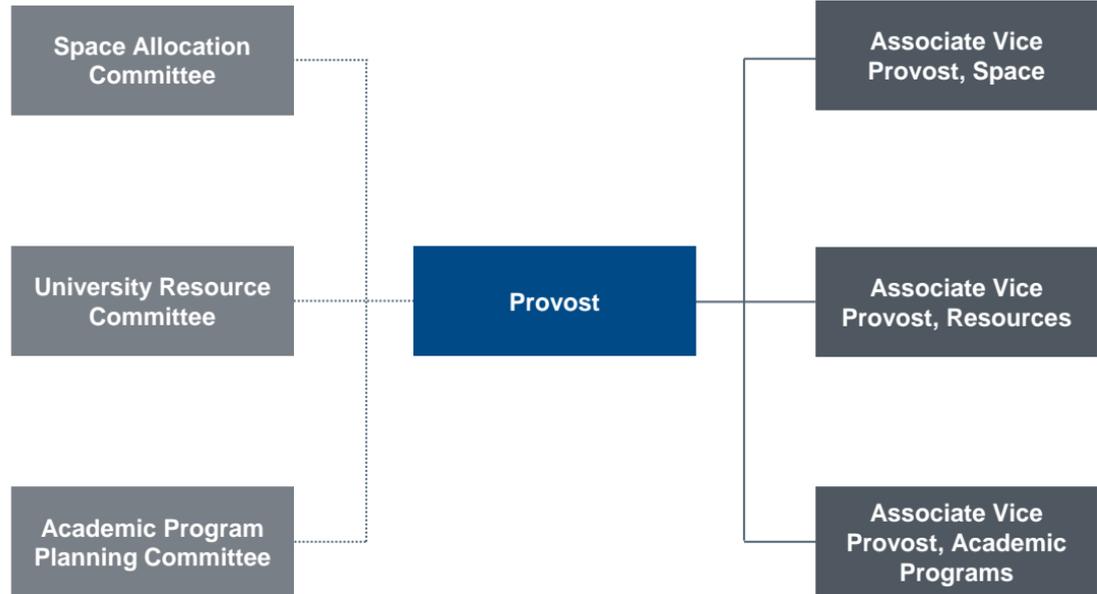
Four Models for Shared Responsibilities

Division of Labor for Enterprise Functions Between President's and Provost's Portfolio

Independent Model

Shared responsibility reports directly to president

Vice President for Enrollment Management reports to President, but meets with Provost monthly

Integrated Model

Shared responsibility reports directly to provost

Vice President for Student Affairs reports to Provost, but also sits on President's Cabinet

Dual Model

Dual reporting line shared between president and provost

Chief Budget Officer reports to both President and Provost and coordinates between offices to develop budget
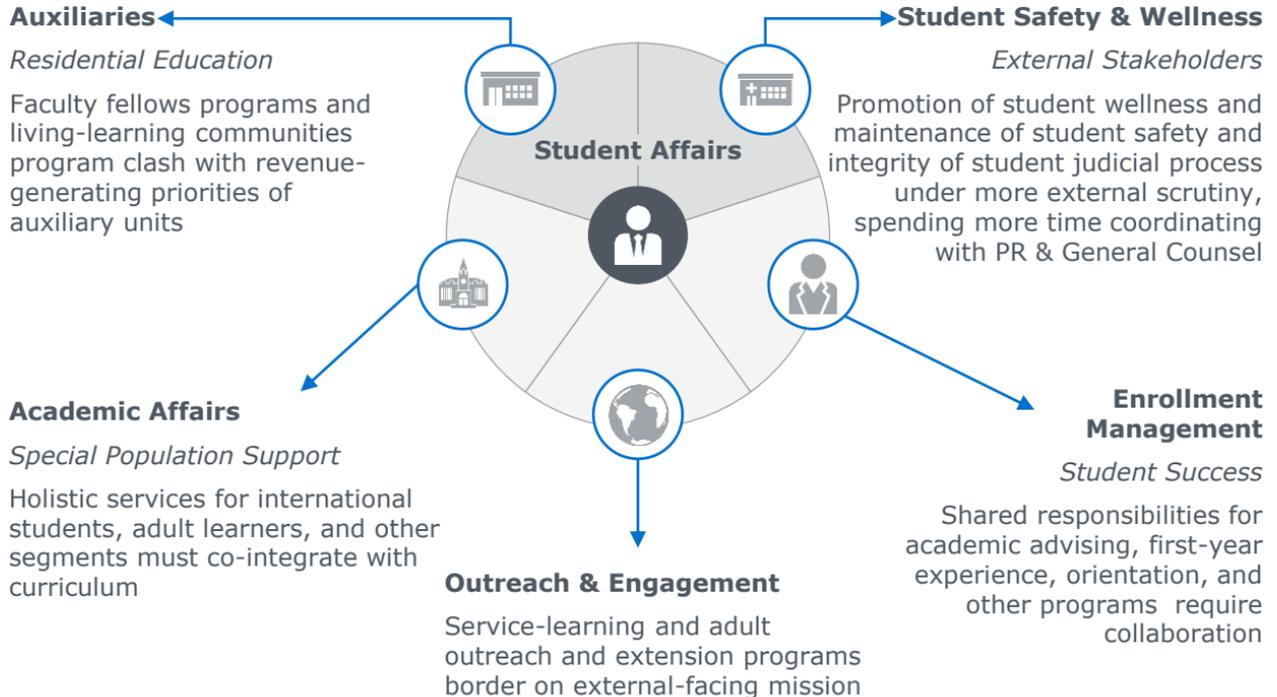
Distributed Model

Multiple senior staff in president's and provost offices share responsibilities

Chief Information Officer reports to President while Chief Academic Technology Officer reports to Provost

The Expanding Role of Student Affairs

Changes in the Student Services Portfolio and Scope of Leadership Role Lead to Overlap with Other Responsibilities
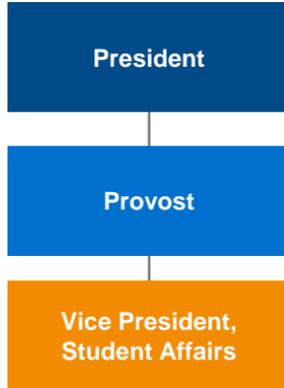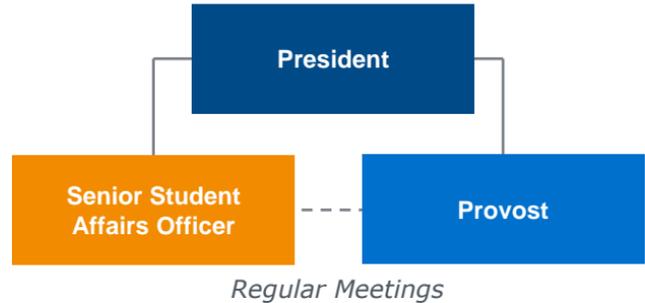

Auxiliaries

Residential Education

Faculty fellows programs and living-learning communities program clash with revenue-generating priorities of auxiliary units

Student Safety & Wellness

External Stakeholders

Promotion of student wellness and maintenance of student safety and integrity of student judicial process under more external scrutiny, spending more time coordinating with PR & General Counsel

Academic Affairs

Special Population Support

Holistic services for international students, adult learners, and other segments must co-integrate with curriculum

Enrollment Management

Student Success

Shared responsibilities for academic advising, first-year experience, orientation, and other programs require collaboration

Outreach & Engagement

Service-learning and adult outreach and extension programs border on external-facing mission

Considerations for Reporting Lines and Oversight

Student Affairs Reports to President ▶

- Conveys importance of rank
- Presidential attention to student concerns
- Less collaboration with faculty

President

Senior Student Affairs Officer - - - - **Provost**

Regular Meetings

President

Provost
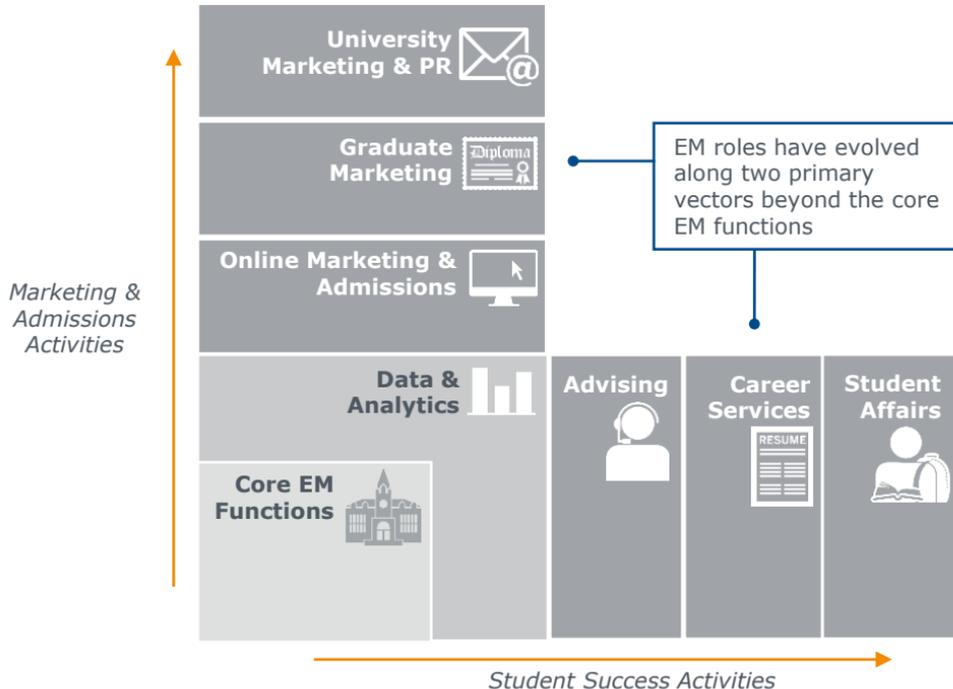
Vice President, Student Affairs

◀ **Student Affairs Reports to Provost**

- Programming aligned with academic mission and goals
- Benefits from provost's specialized knowledge
- Less budgetary autonomy

Evolution of Enrollment Management

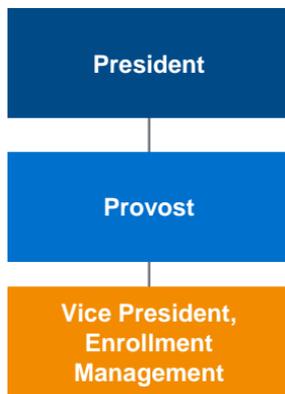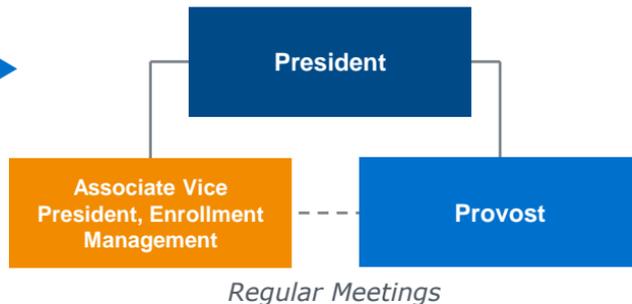## Expanding Upon Core Functions to Achieve Strategic Goals

Marketing & Admissions Activities

- University Marketing & PR
- Graduate Marketing
- Online Marketing & Admissions
- Data & Analytics
- Core EM Functions

EM roles have evolved along two primary vectors beyond the core EM functions

- Advising
- Career Services
- Student Affairs

Student Success Activities

Source: EAB interviews and analysis.

Considerations for Reporting Lines and Oversight

Enrollment Manager Reports to President ▶

- Conveys importance of rank
- More opportunities to collaborate with advancement, finance divisions

President

Associate Vice President, Enrollment Management - - - - - **Provost**

Regular Meetings

President

Provost

Vice President, Enrollment Management

◀ **Enrollment Manager Reports to Provost**

- Enrollment management aligned with student lifecycle needs, (often) student affairs programming
- Increased collaboration and trust-building with faculty
- Less connection directly to president, requires regular meeting to ensure alignment with high-level priorities
- More input into academic program development

1 Landscape and Peer Comparison

2 Components of Academic Organizational Models

3 **Considerations for Reorganization & Discussion**

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Reorganization Does Not Lead to Inherently Better or Worse Outcomes, and Should Be Tied to Clear Goals that Cascade from Strategic Priorities

Observed Cases in Reorganization

Institutional Goal:

Develop a competitive online education program

➡ Provost designates first Dean of Continuing and Online Education

➡ ✔ *AVP draws on relevant knowledge base to expand online offerings*

Institutional Goal:

Develop robust co-curricular program focused around learning communities

➡ Housing and residential life moved to Vice Provost for Student Affairs' portfolio from auxiliary services VP

➡ ✔ *Student residential programming aligned with academic goals*

Institutional Goal:

Close graduation gap for African American male students, who report financial aid concerns

➡ New AVP of Student Affairs with diversity background appointed

➡ ✖ *No alignment with financial aid office keeps graduation rate undesirably low*

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Key Ingredients for Success

Hallmarks of a High-Functioning Office

Minimal ownership conflict and role overlap fosters clear accountability and responsibility for outcomes

Provost has time to conduct strategic role and is not mired in day-to-day management

Decision-making framework clarifies contributions from key stakeholders and reduces need for ad-hoc meetings

Structure leads (not lags) leadership capacity needs, bringing visibility and bandwidth to critical focus areas of next 3-5 years

Allows for communication with faculty senate and other internal parties

Aligned with institutional culture and context (i.e., historical level of centralization, resource allocation model)

"A to B" is the Most Direct Path

Consider Opportunity and Transactional Costs

Questions to Ask

Reorganizations Are Not Free

- How extensive will the effects of this reorganization be on morale, stability, trust, and operating effectiveness/constituent service of the office during a switch?

- Are we certain the benefits exceed the costs?

Don't Confuse Organizational and Operational Ones

- Are we seeking to solve challenges of organization or can we attribute these problems to lack of resources, suboptimal processes, low-performing personnel, poor data, little buy-in and trust, etc.?

- Is this an enterprise/decentralized problem?

- Will individuals have the sponsorship and authority to reach desired outcomes in a realistic timeframe?

Consider "Path of Least Resistance" to Clearly-Desired Outcomes?

Are there strategies beyond reorganization to reach our goals?

- Personal provostial engagement in the problem with weekly dashboard

- Creating new incentives

- Hardwiring collaboration through cross-functional plan development, standing meetings, etc.

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"The Personnel is Political"

Bringing the Vision to Life

Administrative Considerations

Budget and financial feasibility of new and upgraded roles

Communications plan for new organizational structures

Balance between operating effectiveness and development of leadership bench

Highly-visible feedback and consultation effort

Personal Considerations

Individual skill sets and subject matter knowledge

Preserving managerial relationships and managing personality dynamics

Vacancy strategy: "promote from within," rely on interim and acting titles, and leverage national searches for either credibility or true outsider

Attractive job design (i.e., realistic span of control, balance of responsibilities, externally recruitable)

1. **What are your broad priorities for a reorganization? How can we translate these into tightly-scoped desired outcomes?**

2. **What particular challenges do you anticipate that you will face?**

3. **Other key considerations for brainstorming and discussion?**