

University of North Carolina Wilmington

Academic Affairs/Provost Office Organization Enhancement Overview

January 28, 2007

Paul E. Hosier, Provost

Context for Organization Enhancement

- Need for new leadership processes and style by provost
- Expanded Scope of University Mission and Goals
 - Growth
 - Comprehensive Campaign
 - Strategic Plan
 - Increased Outreach Efforts
 - Residential Campus Emphasis
 - Millennial Campus
 - Academic Program Additions....



Phase I: Framing Objectives

1. **To clarify the role of Provost as the senior operations officer (COO)** of the university with the responsibility and the authority to provide ethical, rational, intentional and aggressive leadership.
2. **To shift the proportion of time** that the Provost had been spending on the numerous daily details of university life concentrated in the academic affairs area, to an emphasis on the **larger issues of planning and implementation related to the broader goals and mission of the institution.**



Phase I: Framing Objectives

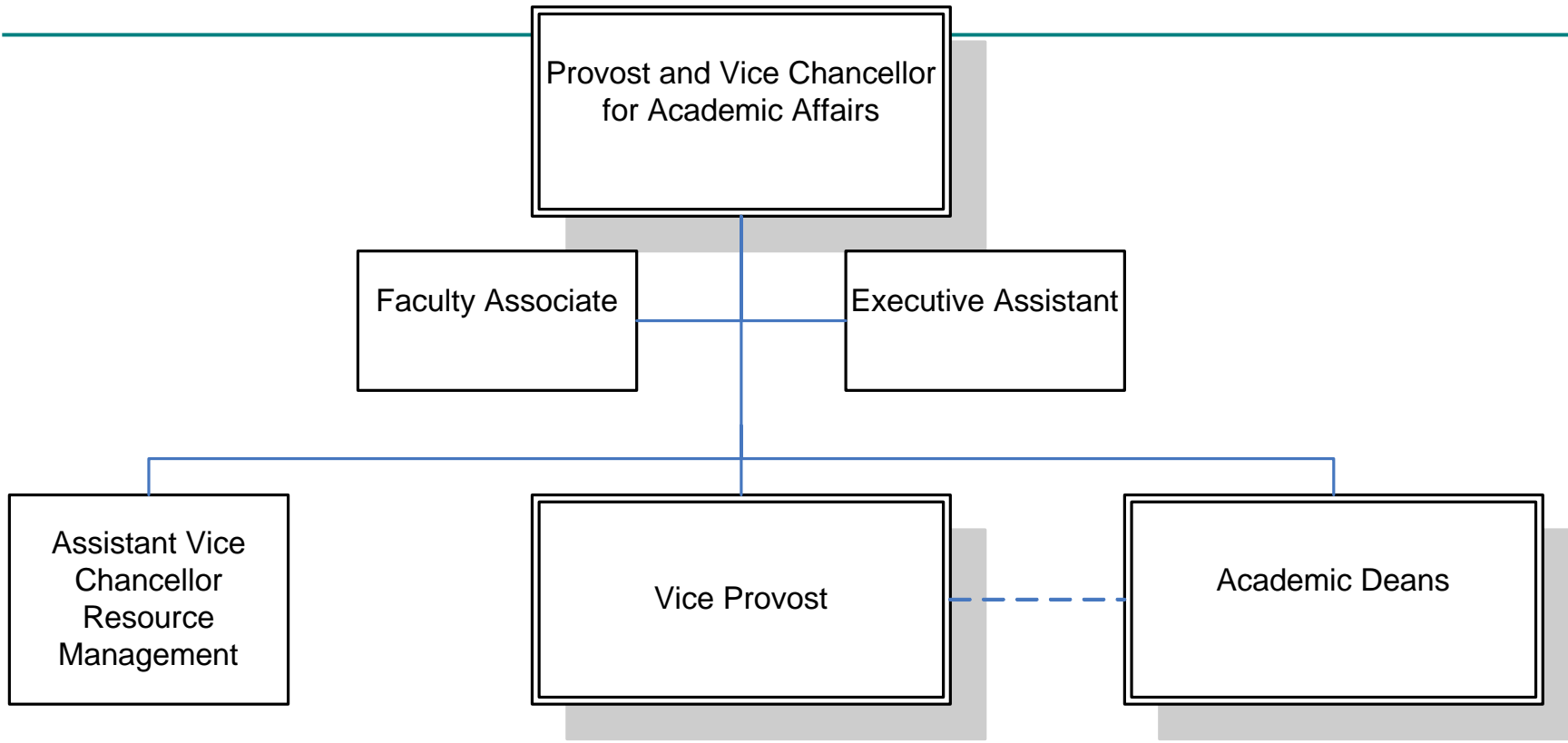
3. **To evaluate and adjust the roles of the senior staff** to the Vice Chancellor for Academic Affairs/Provost in a manner that makes them **clearly empowered and accountable for outcomes** within more coherently defined areas of operation.
4. **To locate more closely related functions** within appropriate organizational units allowing for a concentration of resources and expertise.

Phase I: Framing Objectives

5. To evaluate the responsibilities assigned within these areas to **ensure the best alignment with leadership skills, expertise and a balanced distribution of work load.**
6. To adjust organizational structures, councils and committees within the division to **expedite the work of the division and the university.**

Phase I: Framing Objectives

7. To **improve the overall efficiency and effectiveness of the university** and to allow for clear lines of communication, efficient role execution and less confusion and uncertainty in workflow.
8. To **undertake an organization enhancement of the division in stages**; with the upper level adjustments guided by the Provost and subsequent stages managed by the appropriate administrator within parameters set by the Provost.



University Provost Chief Operations Officer

- Increased Engagement in **University Long-Range Planning**
- Deans
 - Functions with Provost
 - Evaluation/Salary
 - New program requests
 - Significant personnel issues
 - Strategic Goal targets
- Input in Senior level evaluations (VCs)
- **Facilitate Budget Prioritization Process**
- **Expanded role with Vice Chancellor issues**
- Closer role with Board of Trustees
- Closer role with General Administration
- Represent Chancellor more frequently
- Expanded role in Budget Process
- Resource Manager reports here

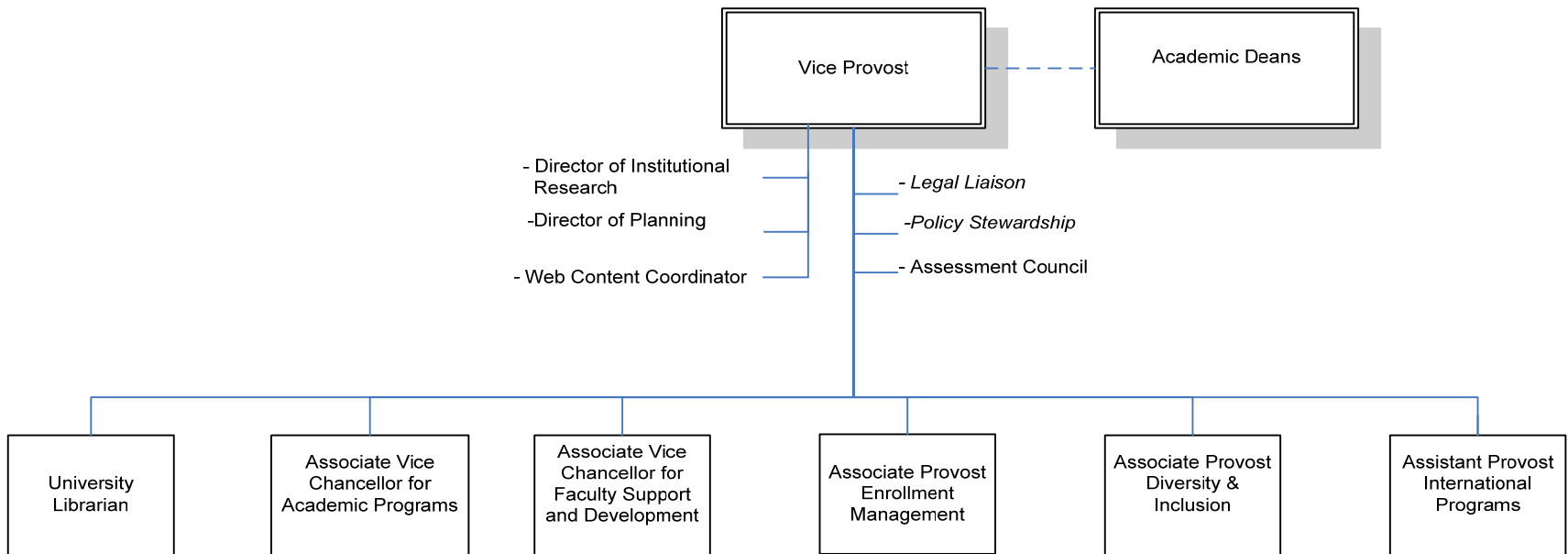


Provost

Academic Deans

- College of Arts & Sciences
- Cameron School of Business
- Watson School of Education
- School of Nursing
- Graduate School
& Research
- Center for Marine Science





Vice Provost of the University

- Serves as **second senior officer** in the Vice Chancellor of Academic Affairs/Provost areas of responsibility
 - Exercise **authority** in both the **academic and general operations** areas
 - Serves as **day to day operations officer** representing the Provost/Vice Chancellor of Academic Affairs
- Aspects of Chief of Staff role
- Office of International Programs
- Office of Institutional Research
- Director of Planning
- Policy Coordination and Approval
- New Construction Issues – elevated design and planning level
- Assessment Council
- Program Effectiveness Assessment
- Web Content Coordinator for Academic Affairs reports here



Associate Provost
for Enrollment
Management

- Enrollment Management
- Admissions
- Registrar
- University College
- First Year experience
- AA Representative
Convocation/Graduation



Associate Provost for Enrollment Management

- **University wide scope**
- All aspects of Enrollment Management
 - Identification of student characteristics
 - Monitoring progress towards benchmarks**
 - Consulting with Student Affairs, Professional Schools and College regarding targets and impact
 - Maintain state and national comparative data sources
 - Establish undergraduate/graduate recruitment – acceptance/yield ratio
 - Transfer recruitment-acceptance/yield ratio**
 - Transfer student experience on campus**
 - Coordinate graduate enrollment issues with the Dean, Graduate School and Research
 - Design, Implement and Monitor Enrollment Marketing Plan



Associate Provost for Enrollment Management

■ Undergraduate Admissions

- Collaborate with deans and Vice Chancellor for Academic Affairs to set admission standards
- Oversee university recruitment effort
- Oversee processes for admission to the university
- Collaborate with Scholarship Officer to establish a plan of action for select scholarships

■ Liaison with SA for Convocation and Commencement



Associate Provost for Enrollment Management

■ Student Academic Progress Map

- Assist entering freshmen and transfers as they move through academic experience
- First Year Experience Initiatives
- Advising
- Increased Effort to Coordinate/Support Transfer Admission and Advising
- Student Issues

■ Registrar

- Monitor student progress and maintain official records



Associate Provost for Enrollment Management

- Areas to be moved
 - Office of Cultural Arts
 - Office of Institutional Research
- **Establishment of an Assessment Council**
 - This office will create a new planning model linking Institutional Planning, OIR and academic assessment.
 - Chaired by the Vice Provost
 - Broadly representative
 - Two tracks – General Assessment and Academic Assessment



Associate Provost
Diversity &
Inclusion

- Diversity Initiatives
- College Opportunity Programs
- Women's Resource Center
- Upperman Center
- Centro Hispano



Associate Provost for Diversity and Inclusion

- Changed from Associate Vice Chancellor of Academic Affairs to Associate Provost
- **Scope is university-wide**

Associate Provost for Diversity and Inclusion

- Lead Diversity/Inclusion Activities
 - Improve overall experience of acceptance, engagement, support and success
 - Set benchmarks in collaboration with senior officers
 - Undertake diversity activities/assist others with efforts
 - Monitor general patterns of progress
 - Recruitment, admissions, retention, graduation, climate, hirings, dismissals, promotions, etc.
 - Make regular status reports
 - Lead efforts to evaluate existing programs
 - Guide formulation and implementation of new initiatives
 - Steward for policy development
 - Coordinate with minority faculty and staff organizations



Associate Provost for Diversity and Inclusion

■ College Opportunities

- Collaborative with PSCS Division, SA Division and deans
- Academic Outreach
- Campus visits
- Saturday Academy
- Great Expectations



Associate Provost for Diversity and Inclusion

■ Centers and Councils

Diversity Council – Permanent Member

Women's Resource Center

Upperman Center

■ Establish programs for student academic success, monitor progress and report results

■ Coordinate with achievement centers in student affairs, deans and associate VC for Academic Programs

Centro Hispano

■ Establish programs for student academic success, monitor progress and report results

■ Coordinate with achievement centers in student affairs, deans and associate VC for Academic Programs



Assistant Provost
International
Programs

- International Student Recruitment
- Support and monitor faculty/student experiences
- Faculty Student Exchanges
- International Scholars/Research
- English as Second Language
- VISA coordination faculty/students
- Sevis Compliance

Assistant Vice
Chancellor
Resource
Management

- Financial Management
- Business Management
- Banner Liaison
- Position-Budget Management
- HR Liaison

Assistant Vice Chancellor for Resource Management

■ Resource Management for Academic Affairs

- Academic Affairs Liaison with Human Resources, Accounting and Purchasing**
- Enrollment data and tuition and fee analysis
- Prepares and manages position budgeting
- Budget Development and Resource Management**
- Leads data analysis and projections effort
- Forecasts resource needs
- Advises Vice Chancellor for Academic Affairs
- Serves as Banner Liaison



Assistant Vice Chancellor for Resource Management

- Day-to-day point of contact for deans, budget officers, Director of Budgets
- Summer School
 - Marketing and Advertising
- Areas to be moved
 - Catalog
 - Coordination of Reappointment, Promotion, Tenure



Associate Vice
Chancellor for
Academic Programs

- Academic Programs –
General Coordination
- Honors Program
- Summer School
- Distance Ed
 - Extension
 - Online
- Service Learning
- Isaac Bear EC



Associate Vice Chancellor for Academic Programs

- **Primary Contact for all Academic Program Issues**
- **Manage (in collaboration with deans) issues related to courses and programs**
 - Faculty teaching load
 - Credit hour production for college/schools
 - Coordination of Class Scheduling
 - Program authorization
 - Staffing in academic areas



Associate Vice Chancellor for Academic Programs

■ Program Areas of Responsibility

Honors Program

Summer School

Distance Education

■ Online

■ Extension

Service Learning

Isaac Bear Early College



Associate Vice Chancellor for Academic Programs

- Areas to be moved
 - Office of International Programs
 - Center for Teaching Excellence
 - Women's Resource Center
 - Office of Faculty Leadership

Associate Vice
Chancellor for
Faculty Support
and Development

- General Faculty Support and Development
- Office of Faculty Leadership
- Center for Teaching Excellence
- Celebrations and Chancellor's Awards AA Coordinator
- Construction Programming
- Facilities Committee/Space allocation
- Special Project Support



Associate Vice Chancellor for Faculty Support and Development

- Change from Assistant Vice Chancellor to Associate Vice Chancellor for Faculty Support and Development
- **Primary point of contact for Issues affecting Faculty**
 - Faculty Recruitment
 - Faculty Hiring (welcome, orientation, special terms)
 - **General Faculty Support and Professional Development**
 - Center for Teaching Excellence
 - Office of Faculty Leadership
 - Academic Reassignments
 - Post-Tenure Review
 - Phased Retirement
 - Emeritus Status



Associate Vice Chancellor for Faculty Support and Development

- Celebrations and Chancellor's Awards Coordinator
- **Faculty Relations**
 - Complaints
 - Disciplinary actions (in cooperation with HR)
- **Space Needs in Academic Affairs**
 - Allocation of space/Facilities Committee
 - Construction Programming
- Special Projects Support



Assistant to the Provost

- **Faculty Senate** – liaison who tracks issues and maintains decision making history
- **Technical Editor and Special Correspondence**
- **Faculty Handbook**
- **RPT Process Coordinator – Leadership and Logistics**
- **Catalog Process Coordinator** – Assemble and Publish
- **Faculty Teaching Awards**



Functional Organization Chart

Provost and Vice Chancellor
for Academic Affairs

Assistant to the
Provost

Executive Assistant

- Catalog Process Coordinator
- Faculty Senate/Handbook
- RPT Process/Teaching Awards
- Technical Editor & Special Correspondence

Assistant Vice
Chancellor
Resource
Management

Vice Provost

Academic Deans

- Financial Management
- Business Management
- Banner Liaison
- Position-Budget Management
- HR Liaison

- Director of Institutional Research
- Director of Planning
- Web Content Coordinator

- *Legal Liaison*
- *Policy Stewardship*
- Assessment Council

- College of Arts & Sciences
- Cameron School of Business
- Watson School of Education
- School of Nursing
- Graduate School & Research
- Center for Marine Sciences

University
Librarian

Associate Vice
Chancellor for
Academic Programs

Associate Vice
Chancellor for
Faculty Support
and Development

Associate Provost
Enrollment
Management

Associate Provost
Diversity &
Inclusion

Assistant Provost
International
Programs

- Academic Programs – General Coordination
- Honors Program
- Summer School
- Distance Ed
 - Extension
 - Online
- Service Learning
- Isaac Bear EC

- General Faculty Support and Development
- Office of Faculty Leadership
- Center for Teaching Excellence
- Celebrations and Chancellor's Awards AA Coordinator
- Construction Programming
- Facilities Committee/Space allocation

- Enrollment Management
- Admissions
- Registrar
- University College
- First Year Experience
- Convocation/Graduation

- Diversity Initiatives
- College Opportunity Programs
- Women's Resource Center
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- Faculty & Student Exchanges
- International Scholars/Research
- International Student Recruitment
- Support and monitor faculty/student experiences
- English as Second Language
- VISA coordination faculty/students
- Sevis Compliance



New Organizational Structures

■ Senior Academic Council

- Provost, Academic Deans, Vice Provost, Executive Assistant – 9 people, meets every four weeks (monthly)

■ Academic Coordinating Council

- Provost, Vice Provost, Academic Deans, Associate Provost, Assistant Provost, OIP, University Librarian, Associate VCs, Executive Assistant – 15 people meets every four weeks (monthly)

■ Provost Senior Staff

- Provost, Vice Provost, Resource Manager, Associate Provost, Assistant Provost, Associate VCs, Executive Assistant - 8 people, meets every two weeks



Search Committee Chairs (proposed)

- **Vice Provost Position**

- Bob Tyndall – Chair

- **Associate Vice Chancellor for Faculty Support and Development Position**

- David Cordle – Chair

- **Associate Vice Chancellor for Academic Programs Position**

- Deb Saunders-White --Chair

