



TO: UALR Campus Community

FROM: Joel E. Anderson

RE: University Restructuring

DATE: October 15, 2013

Today with this memorandum I am announcing the new *administrative* structure of the university. On Thursday, October 17, I will release a second memorandum announcing the new *academic* structure.

#### Highlights

The new structure:

- Reduces the number of vice chancellors from seven to four: Executive Vice Chancellor and Provost, Vice Chancellor for Finance and Administration, Vice Chancellor for Advancement; and Vice Chancellor for Enrollment Management;
- Reconfigures the academic colleges and reduces their number from six to five;
- Merges Student Affairs into Academic Affairs;
- Consolidates data management functions into Academic Affairs;
- Gathers a number of outreach units into a new Center for Community Connections under the provost;
- Places Information Technology Services into Finance and Administration; and
- Creates an Advancement Division that includes alumni, development, and communications.

This new administrative structure houses all academic functions within Academic Affairs, facilitates a culture of student success through grouping like-units to enhance collaboration, and reduces unnecessary duplication of human and financial resources. More rational relationships among units will simplify interactions, increase efficiency, and remove barriers to student progress. Slimming down the administrative structure is another step that helps in controlling costs.

In addition to financial advantages, the reduction of the number of administrative vice chancellors will allow the chancellor more time to focus energy off campus to protect and promote the interests of the university. This is one important reason to strengthen the hands of vice chancellors in directing campus affairs.

## Introduction

There is a substantial amount of information to be shared on restructuring. Therefore, I am dividing the information into two releases. In addition to presenting the new administrative structure, in this first memorandum I will provide an overview of the process we have been through and the rationale for a number of changes.

On Thursday, October 17 with a second memorandum, I will release the report and recommendations that Provost Zulma Toro submitted to me for a restructured Academic Division. Today's memorandum, however, will note and discuss a number of changes in the Academic Affairs Division.

The process of academic and administrative restructuring from February to October has brought about a time of creative and critical thinking. We have had wide-ranging conversations, sometimes difficult, and we have seen points of pride as well as problem areas. A number of you wrote to me that the experience has been very educational for you, that you have learned about other institutions, even our institution, and I think that has been true for the whole campus community.

Cooperative people, working together, can make virtually any organizational structure work. Structure, however, can make it easier for people to cooperate and work together. Collaboration between units is crucial for improving student success and enrollment metrics. As one faculty member articulated to me, structural integration is the right choice for UALR at this time.

The process has been broad-based and extended. It has allowed all interested parties an opportunity to voice their ideas, concerns, and recommendations. I am grateful to all of you who have taken the time to participate and to share your thoughts, either in writing or in a meeting. They have been very informative and insightful. To the best of my knowledge I have read every comment that was posted or that was recorded in a meeting in addition to the several committee reports.

I am confident that the new academic and administrative structures will put UALR in a better position to thrive in today's challenging and different higher education environment. I believe this reorganization will maximize the unique strengths of UALR, eliminate barriers to student success, and put the university on the firmest possible footing for the future.

## Background

We formally began our restructuring journey on February 13, 2013, with [my memo to Provost Zulma Toro](#) requesting that she begin the process for determining a possible restructuring of the Division of Academic Affairs at UALR.

Provost Toro developed an academic restructuring process that involved three committees— Faculty Task Force, Chairs' Task Force, and Academic Restructuring Steering Committee (ARSC). (The ARSC is also referred to as the Academic Restructuring Task Force.) The ARSC was asked to review the recommendations from the faculty and chair task forces, town hall meetings, and stakeholder interviews and then present a final report to the provost by August 15. In the course of its work the ARSC brought to campus a consultant from Arizona State

University, an institution regarded as progressive in its effort to adjust to the broad changes affecting higher education.

After receiving the ARSC report, Dr. Toro engaged in meetings with the leadership teams of UALR colleges, with the exception of the College of Business and the Bowen School of Law for which no structural changes were recommended. Dr. Toro also met with the Interim Vice Provost for Research and Dean of the Graduate School. The provost engaged the Academic Affairs Division at all levels in an effort to frame UALR's academic vision.

While the academic restructuring process was underway, I initiated a further review of the university's administrative structure.

As noted in my [August 23, 2013, memo](#) to the campus, administrative restructuring at UALR has been occurring over the last two years. Prior to the formal restructuring process, the vice chancellors and I engaged in careful internal assessments, and we received the benefit of external consultant recommendations, which resulted in three significant administrative changes: the merger of alumni and development operations; the formation of a new Enrollment Management Division with vice chancellor-level leadership; and the creation of a new Digital Strategy department that joined the web functions from Information Technology Services with those in the Office of Communications.

Those changes to UALR's administrative structure were deemed advantageous to the university's fundraising efforts and essential to our enrollment goals. They were not, however, comprehensive. The retirement of three vice chancellors in June 2013 brought about unprecedented opportunity to assess and refine the university's overall administrative structure.

In mid-July, I convened the Chancellor's Direct Report Group (DRG) for a retreat focused solely on administrative restructuring. The goal for the retreat was to reach consensus on alternative options for the university's administrative structure. Nothing was considered off the discussion table. During this retreat, the DRG developed two new organizational charts—a four vice chancellor model, and a five vice chancellor model. Those two drafts (Version A and Version B) were then presented to the Chancellor's Leadership Group (CLG) the first week of August at their annual retreat, which this year also included members of the ARSC. This group of 50 campus leaders analyzed and discussed the two administrative restructuring drafts, and they provided additional input on potential administrative structures. In both the DRG retreat and the CLG retreat, campus leaders benefited from the assistance of an outside professional facilitator.

Following the CLG retreat, a third model, Version C, was developed which reflected several different ideas expressed at the retreat, particularly related to the organizational placement of outreach units of the university.

On August 23, I presented the three organizational models for consideration and comment by the campus community in the Chancellor's Office Blackboard community. I also established an Administrative Restructuring Hearing Committee, which held two open meetings, September 3 and September 11, to solicit feedback. Comments were closed in Blackboard on September 20. The Administrative Restructuring Hearing Committee submitted its report on September 30.

Provost Toro submitted her final recommendation on academic restructuring to me on October 1, 2013.

With the exception of only two changes recommended by Dr. Toro, her recommendations will stand as the new comprehensive structure for Academic Affairs and the new organizational structure for the academic colleges. I will explain the two exceptions in comments below.

### Purpose

As the history of every institution shows, including this one, no structure is forever. What worked well for UALR twenty-five years ago does not necessarily work best for UALR today. The purpose of restructuring is to re-shape the university to operate more successfully and more responsibly within its current and future environment.

The current higher education climate necessitates change. The university faces changing student demographics, declining state support, changing accreditation standards, a call to double the number of graduates by 2025, performance funding, frequent legislative mandates, more competition from both public and private universities, increasing technology demands, and persistent political turbulence in Washington, D.C. Twenty-five years ago the environment faced by public universities was less complicated and less threatening.

Business as usual is no longer sufficient for higher education. One consequence is that chancellors and presidents need to focus more time and energy off campus in order to protect and promote the interests of the university. This is one important reason to strengthen the hands of vice chancellors in directing campus affairs.

Of specific concern, our enrollment growth has stalled and is down. As is true of other public institutions across the nation, the share of our budget funded by the state has been in steady decline. The share of our budget funded by student tuition and fees has been on a steady incline. Therefore, our ability to attract and retain students will determine UALR's immediate and long-term future. This is one part of our future that we ourselves can control.

Although we may not like it, we must also be willing and able to adjust our language when addressing external audiences. We must respond to public policy makers, donors, grantors, parents, and students who want to hear about the university's business model, our cost per student, our market share, our revenue streams, our performance metrics, our retention rates, our graduation rates, and more.

We are not going to do more with less. We are going to do things differently. Everyone on campus should see themselves as integral to the success of our students. We must make enrollment and student success the center of university functions.

### Results

As you will see in the [organizational chart](#), the new administrative structure reduces the number of vice chancellors from seven to four: Executive Vice Chancellor and Provost, Vice Chancellor for Finance and Administration, Vice Chancellor for Enrollment Management, and Vice Chancellor for Advancement.

The name of the Chancellor's Direct Report Group will be changed to the Chancellor's Cabinet. The Cabinet will include the vice chancellors and direct reports to the chancellor, as well as key leadership positions with strategic campus-wide responsibilities including student affairs, information technology, and communications.

When the provost's report is released Thursday, it will show significant changes in the Academic Affairs Division, including the addition of a number of units from other divisions.

The most noticeable change to the university's administrative structure will be merging Student Affairs units into the Academic Affairs Division. As Provost Toro states in her recommendation to me, creating the position of Vice Provost for Student Affairs in the Academic Division will "formalize UALR's commitment to become a student-centered institution." Students and their successful degree completion in larger numbers will require close collaboration among faculty and student affairs professionals, student support units, and academic administrators. I am confident that the new administrative structure will facilitate such collaboration and help achieve improvements in the university's retention and graduation rates. The Vice Provost for Student Affairs will serve on the Chancellor's Cabinet in order to participate in strategic planning and discussion on university priorities.

Also related to Academic Affairs, the title of Vice Provost for Research will become Vice Provost for Research, Innovation, and Economic Development. This redefined administrative position will reflect UALR's growing role as a research university and its support of state economic development efforts. The position's administrative areas will include the Office of Research and Sponsored Programs, the Center for Integrative Nanotechnology Sciences, and the UALR Office of Commercialization and Innovation.

The new title of Associate Vice Chancellor for Academic Programs and Institutional Effectiveness will bring together the data collection and management functions for the university to ensure data needed for strategic decision making is available and accurate. This cluster also will include Records and Registration, which is being moved from Enrollment Management to Academic Affairs because the interactions of Records and Registration personnel with students are mostly post-admission. Their daily interactions are mostly with other academic offices, faculty, and students about academic records and the application of faculty policies. Therefore, they fit better in the Academic Division than in Student Affairs or Enrollment Management.

The question of the organizational placement of the new Institute on Race and Ethnicity was discussed during restructuring deliberations. The Institute was established to play a leadership role, both on campus and external to campus, in addressing Arkansas's most persistent, divisive, and far-reaching state issue. It is expected that it will eventually move into the Academic Affairs Division. During an extended initial period, however, it will remain as a direct report to the chancellor in order to build its long-term base of political and donor support.

In the new organizational structure the former Vice Chancellor for Information Technology Services is now Associate Vice Chancellor for Information Technology/Chief Information Officer (CIO), reporting to the Vice Chancellor for Finance and Administration. Placing the CIO within finance and administration is common among similar research universities. Information technology is fundamental to the university's academic and business operations and touches

every function and every person on campus. Consequently, the CIO also will serve on the Chancellor's Cabinet in order to participate in planning and discussion of university priorities.

The Advancement unit has been reconstituted to include alumni, development, and communications. The Vice Chancellor for Development will become the Vice Chancellor for Advancement, and the Vice Chancellor for Development position has been eliminated. This new Advancement structure will put UALR in line with the majority of institutions whose fundraising, alumni, and communications offices are housed together. Our ability to communicate with and nurture our relationships with alumni, donors, and friends of UALR is vital to our financial future as we must rely more and more on private contributions for university funding.

The Executive Director of Communications, in order to stay informed on current issues and forthcoming changes, will serve on the Chancellor's Cabinet as an advisor on university planning and messaging.

From the previous Advancement unit, the offices of Community Engagement, Children International, and Cooperative Education will move to the new Community Connections Center in Academic Affairs as will be outlined in the provost's recommendations. This new center will help maximize the university's expertise and involvement in the community engagement activities of our faculty, staff, and students.

International Student Services (ISS) will remain within the Enrollment Management Division, though Study Abroad will be moved to Academic Affairs. ISS has the responsibility for processing immigration and international admission requests, initiating the transfer of credits from international colleges and universities, and assisting international students at UALR in acclimating to a different country and culture. These services will be of increased importance as the Vice Chancellor for Enrollment Management has hired a new director for ISS and is initiating an expanded program for recruiting and significantly increasing the number of international students we enroll. Such students enrich the learning community at a time when global distances are shrinking and provide considerable tuition and fee revenue to the campus.

As stated above, Study Abroad will move to Academic Affairs. Few college experiences are more powerful than those of study-abroad programs. Such programs typically serve students who are enrolled and making progress toward their degrees. Curriculum, faculty support, language mastery, and academic credit—all academic issues—are central concerns of UALR students who study abroad.

The government relations functions of the university will be managed by the Chief Government Relations Officer who will report to the chancellor and serve on the Chancellor's Cabinet. This change will facilitate a more constant role for the chancellor in the vital relationships with elected officials, other government personnel, and political leaders. The Director of the University District Initiative will report to the Chief Government Relations Officer.

In the new organizational structure, the intent is to sort administrative areas more clearly and to connect similar programs and functions and thereby enhance institutional effectiveness. This can be seen in student services, community engagement, data management, and government relations. This intent is also reflected in the academic structure recommended by the provost.

The efficiencies enabled by the new organizational structure also will result in cost savings for the university.

#### Differences in Chancellor's Decision and Provost's Recommendation

There are two differences between the administrative organizational structure I am announcing and the structure recommended by the provost, which you will see on Thursday. The provost recommended that the offices of Transfer Student Services and Veterans Student Services be moved from the Enrollment Management Division and integrated into the Academic Affairs Division. I have declined these two changes.

The Office of Transfer Student Services will remain within the Enrollment Management Division. One of the daily challenges for a university is assisting transfer students in making the transition from another college, university, or two-year school to our campus. This office would connect transfer students to an academic advisor once the transfer student has been admitted and transfer credits have been evaluated. Having this office under the same vice chancellor as Admissions and Financial Aid will better facilitate the in-take of transfer students and the coordination with the two-year institutions.

Veterans Student Services will remain in Enrollment Management. While this office continues to provide a number of services to veterans who have enrolled, it can play a valuable role in facilitating the admission and enrollment of veterans, another group in which we will work to recruit in greater numbers.

#### Implementation

I will submit the new organizational structure to the University of Arkansas Board of Trustees at the next Board meeting on November 22, 2013, which will take place on the UALR campus. December 1, 2013, would appear to be the likely date for implementation of most changes in titles and reporting relationships in the administrative structure. In the Academic Affairs Division, I would expect most recommended structural changes to take place on July 1, 2014.

Per the recommendation of the Academic Restructuring Steering Committee, I will appoint a task force to develop and monitor a plan for implementation of the first phase of decisions, which involve primarily administrative restructuring. As recommended, the task force will include the Chancellor's Chief of Staff, a representative from the Provost's Office, one vice chancellor, a member of the Executive Committee of the Faculty Senate, one dean, one department chair, the chair of the ARSC, and the Director of Digital Strategy.

I am accepting the provost's plan for the multi-phased implementation of reorganization within the Academic Affairs Division. The provost's report provides details regarding this phased implementation plan.

#### Request for Acceptance and Support

At this point, I am counting on everyone to embrace the new structure and make it work.

A university is a dynamic creation, always a work in progress. Although I am sure we will tweak the new structure in some ways and make specific changes from time to time as needed, I am confident that, after several levels of deliberations, we have a new university structure better designed for confronting the realities of today's complex higher education environment.

Throughout the process participants have expressed a variety of differing opinions and preferences. The differences have been legitimate and reasonable. The final decisions were reached after consideration of all input. Probably none of them is favored by everyone in the university community, but each change enjoys substantial support. Now I ask that everyone accept the decisions and cooperate fully in their implementation.