

Academic Organizational Review

Charge for Committee II: Academic Support

Rationale for Review: The core academic mission of the university occurs within the academic colleges and is supported by the remainder of the institution, including units inside and outside the academic division (e.g., library and recruitment, respectively). As a large and complex institution with a budget of nearly half a billion dollars, it is important to ensure that there is good communication and coordination between colleges and support units and between support units. The goal of this review is to ensure units outside of the colleges, within the academic division and beyond, are structured to have the greatest possible, positive impact on the student academic experience and thus student outcomes and success. Although all parts of the university support student success (e.g., Facilities Management provides and maintains our academic buildings), this review will focus on those units and functions that are directly aligned with academic programs (e.g., recruiting and advising students). The President and Provost have identified the following items relative to a review of the support units within the academic division and those functions outside the academic division that directly influence student success (e.g., recruiting and advising):

1. Communication and coordination between vertically organized units (e.g., academic colleges) and horizontally organized units (e.g., the Office of Research and Graduate Studies) that have responsibilities across multiple colleges;
2. Communication and coordination between academic and non-academic functions that directly influence student success (e.g., recruitment, advising and academic programs);
3. The function of units such as Enrollment and Student Services, the former components of Global Campus, ORGS and the Office of Information Technology;
4. The organizational structure within the academic division and the large number of direct reports to the Provost, which creates challenges for effective implementation of decisions.

Any reorganization recommendations resulting from the review must be justified by explaining how the changes would address challenges or allow CMU to take advantage of opportunities by, for example, reducing time to graduation through more effective and coordinated advising, or efforts to streamline the development of new academic programs.

Committee Charge: Review the current organization and make recommendations regarding potential reorganization of the academic division (except for departments and colleges) and those functions outside the academic division that directly affect the academic experience and thus student outcomes and success, faculty research and creative activities, and outreach to strategic partners. The review should address university changes that have occurred over the last few decades, such as Carnegie Classification and the decline in state appropriation. The final recommendations should position CMU not only to implement the 2017-2022 strategic plan but also to optimize opportunities and meet the challenges of the next decade.

The committee will also suggest policies and procedures for the academic division and related units to improve communication and to address challenges related to the intersection between vertical and horizontally organized units (e.g., academic colleges and support units such as ORGS and the library).

The recommended organizational structure should ensure that the Provost can effectively lead the academic division by reducing the number of direct reports to a number consistent with best practice.

The committee will consider organizational models from other institutions as well as suggestions and input from the CMU community.

The committee should consider all options for reorganizing the academic division and related units with a focus on increasing effectiveness, improving communication, avoiding duplication of effort and consolidating related functions into a single unit to ensure coordination. The committee may recommend moving some functions into or out of academic affairs.

The preliminary and final draft reports from the committee will be presented to the Academic Senate and the campus community to solicit feedback and suggestions that may be incorporated into the final documents.

The final recommendations of the committee will be delivered to the provost on February 26, 2018.