



DATE: July 16, 2018

MEMO TO: Dr. Ian R. Davison

FROM: President George E. Ross

A handwritten signature in black ink, appearing to read "George E. Ross".

SUBJECT: Central Michigan University's Academic Organizational Review Recommendations

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## **Introduction**

In October 2017, Central Michigan University initiated an academic organizational review, which was critical to ensuring that CMU is prepared to implement the 2017-2022 university strategic plan and achieve the ambitious goals related to the plan's three imperatives: I. Nurturing Student Success; II. Fostering Scholarly Activity; III. Strengthening Partnerships in Michigan and Beyond.

The three committees guiding CMU's Academic Organizational Review have completed their work and through you made recommendations to me for consideration and resolution. I want to thank you for your leadership of this important and ambitious initiative and also thank you and the various committee members for their outstanding effort. Finally, I thank all those across the university community who participated in this important undertaking.

This memo (pages 1-7) and its attachments (pages 8-16) document my decisions to the committee recommendations and the next steps for each committee. Four attachments are included with this memo, which summarize the recommendations of each of the three committees plus the provost's plan to reorganize the academic division along with my responses. The sections below will expand on the rationale for some of my decisions.

## **Committee I – Departments and Colleges**

The charge to Committee I included making recommendations regarding reorganization of academic programs, departments and colleges to ensure the administrative structure reflected current and future academic program optimization at the university and, thereby, positions CMU to implement the 2017-2022 strategic plan and meet the opportunities and challenges of this time period and beyond. The committee considered best-practice organizational models from other institutions as well as suggestions and input from the entire CMU academic community. The committee gathered data and suggestions and developed preliminary and final reports with recommendations and proposals that were subject to feedback and comment by the CMU community. The final draft was voted on by affected departments and colleges as outlined in the academic reorganization policy. All of the committee's recommendations were approved at the departmental and college level.

Attachment A to this memo outlines the final committee recommendations dated April 11, 2018. I supported the 15 recommendations supported by departments and colleges and recommended that the CMU Board of Trustees approve these changes. The Board approved these recommendations at its June 28, 2018 meeting.

I have charged the current Committee I members to review and make recommendations on the following questions during the 2018-2019 academic year. The committee's reorganization recommendations on these issues will be subject to the same review and approval process as those that were approved by the Board in June 2018:

- Consider developing a Department of Integrative Public Relations.
- Consider whether the proposed Department of Communications should remain in CCFA or transfer to CHSBS.
- Redefine the Professional Education Unit (PEU).
- Consider splitting the Department of Counseling and Special Education.
  - Counseling faculty would join Department of Educational Leadership or HDFS; and, Special Education faculty would join Department of TEPD
- Consider dividing Department of Educational Leadership.
- Consider splitting the School of Health Sciences into two or more departments.

I do not support the creation of a School of Education and this should not be part of the committee's review.

During the course of the organizational review, some of the feedback from campus constituents included concerns about potential cost increases with the proposed addition of new academic departments. While the implementation phase during the 2018-2019 year will specifically identify actual budget effects, it appears that budgetary effects will be minor. No new base budget dollars are planned from central administrative funds. Rather, colleges and departments are expected to manage these changes within current funding, with the flexibility to make budget decisions that will benefit the students, faculty and staff of the affected college. We will operate within our Responsibility Centered Management (RCM) policy and procedures.

### **Committee II – Academic Support**

The charge to Committee II was to 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 also addressed university changes that have occurred over the last few decades, such as Carnegie Classification and the decline in state appropriation. The final recommendations were intended to 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 also suggested 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).

I have accepted and approved most of the recommendations of Committee II as documented in their final recommendations dated April 11, 2018 and outlined in Attachment B to this memo. My approval of these recommendations means that I am directing you to work with Executive Vice President and Provost Gealt and Vice President Johnson to organize and implement these recommendations as part of phase II of the reorganization of the academic support functions. This work is to commence immediately and be completed by June 2019.

Committee II also recommended the “transfer of resources and responsibility of the Botanical Garden from the Biology Department to Facilities Management.” While I do not agree that this was within the purview of the committee, the rationale was convincing. I support this action and it has been agreed upon by Vice President Wilkes and Provost Gealt.

Finally, the committee recommended consolidating student recruitment activities into a single unit. In summary, the committee recommended:

- Consolidating university-level recruiting functions that are currently spread across two divisions (Academic Division and Enrollment and Student Services) into a single Department of University Recruiting within the Division of Enrollment and Student Services. Affected units are: Undergraduate Admissions, Graduate Recruiting, International Recruiting, and Off-campus Recruiting.
- Reorganizing University Communications to report to the Vice President of Enrollment and Student Services.
- Appointing a “Chief Communications Officer” (from within the current UCOMM staff) who would continue to work directly with the university president to (i) support the communication needs of the president and Board of Trustees, and (ii) act as the university’s official spokesperson to the media for high-level or emergency issues.

This recommendation was revised from the original committee recommendation, which essentially called for the bifurcation of UCOMM activities by moving budget, staff and functions related specifically to student recruitment into ESS.

I have reviewed the rationale put forth by Committee II. In addition, I received unsolicited comments and recommendations opposing Committee II’s recommendations to reorganize UCOMM to report to the Vice President of Enrollment and Student Services.

After careful consideration of all of the information received, I approve Committee II’s recommendation to consolidate university-level recruiting functions that are currently spread across two divisions (Academic and Enrollment and Student Services) into a single Department of University Recruiting within the Enrollment and Student Services division. Affected units are: Undergraduate Admissions, Graduate Recruiting, International Recruiting and Off-campus Recruiting. Provost Gealt and Vice President Johnson are moving forward with the appropriate organizational changes to achieve a unified recruiting department.

However, University Communications, under the leadership of Associate Vice President Knight, will continue to report to the president.

Moving forward, UCOMM and ESS will work closely together to assure that marketing and recruiting efforts for student recruitment are coordinated and meet the needs of the Department of

University Recruiting, which has the primary responsibility to recruit undergraduate, graduate, international, transfer, and off-campus /on-line students to CMU. Specific to the coordinated effort will be the following:

1. The budget for recruitment marketing will be transferred to ESS. An annual student recruitment and marketing plan shall be prepared, with required consultation with the AVP UCOMM, and submitted by the VP ESS for approval by the president.
2. Recruitment materials, including media buys, print materials, brochures, flyers, etc., shall be designed by UCOMM or by contracted professionals with prior consultation with ESS.
3. A joint (VP ESS, AVP UCOMM, VP Advancement) review of existing recruitment/marketing positions specific to student recruitment and community engagement shall be completed by December 15, 2018, with recommendations to the president for any position changes relative to division and/or department home.

The brand reputation of CMU will be critical in sparking inquiries, driving applications and enrollment. Our approach has to be strategic and must include a deep digital expertise, and a strategically crafted website of on-line content. Students are the key to success for CMU. We also need an engaged alumni base, corporate and civic partners, and highly motivated employers recruiting our students, and a donor base that keeps expanding in the out years.

I am directing that the VP ESS and AVP UCOMM prepare a request for proposal, to be approved by the president, to identify and hire an outside consultant who can help CMU strategically plan and implement a brand reputation strategy that incorporates the recruitment of students and also promotes all facets of CMU that defines our strong sense of community, a place where we value students and academic excellence.

### **Committee III – Responsibility Centered Management**

This committee review was intended to evaluate what is working well and suggest changes to support the attainment of strategic planning goals and increase the efficiency with which we carry out the university's business. The committee was charged with reviewing the Responsibility Centered Management budget model as implemented in the academic colleges and centers and recommending changes to:

- Explore harmonization of RCM across the colleges so that they operate using the same financial principles and practices and wherever possible, apply the same general operating principles so that, for example, the financial management responsibilities of departmental chairs are similar across all colleges;
- Consider how to provide college deans and department chairs with improved support for financial management;
- Review assessment (tax) rates in the context of external comparative data (e.g., Delaware study), internal comparative data (e.g. instructional efficiency), and program/department mission (doctoral vs BS/BA only);
- Ensure that any reorganization of departments and colleges (that might occur as a result of studies outside the scope of the current review) is financially neutral so that units neither gain nor lose net funding;
- Evaluate the possibility of department-, designator- or program-level assessment rates (rather than applying the same collegewide rate to every program);
- Preserve the role of deans and colleges in decisions regarding academic programs;

- Explore ways to provide department chairs with greater ability to make autonomous financial decisions with appropriate support;
- Consider limiting carry forwards while retaining incentives for sound financial management at the department and college level and possible centralization of excess funds so the president or provost can invest in new programs or initiatives;
- Centralize committed reserves (e.g., encumbrance of start-up packages) at the division level to distinguish between committed and uncommitted funds.
- Assure that academic centers have sufficient funding to meet divisional needs.

The concepts described in the recommendations and supporting rationale provide a sound basis on which to start to make policy and process adjustments to CMU's budget model. These adjustments would continue to support a decentralized RCM budget process and provide impetus for our budget managers to be more strategic and where appropriate, entrepreneurial in the revenue and expenditure decisions.

I accept and approve most of the recommendations of Committee III as documented in their final recommendations dated April 10, 2018 and outlined in Attachment C to this memo. Some of the recommendations I support in concept but I am requesting additional review, as explained further below.

I do not approve a new temporary two-year position of Associate Vice Provost for Academic Financial Management, as recommended in the provost's reorganization plan. While I concur that academic departments may need help to implement the recommendations of Committee III, this help should be in the form of no more than a half-time senior level individual who can provide training and assistance over a one-year period.

I agree that the balance of start-up commitments made to new faculty should be transferred to Academic Administration and that this transfer should be made as part of the fiscal June 30, 2018 close and reflected in the 2018-19 operating budget. In supporting this recommendation, I am confirming the university's policy that the dollar value of start-up costs must be within the approved spending limits of the dean or provost. Commitments above the provost's contracting authority must be approved by the president in writing.

I support the premise of recommendation number three that carryforward funds in the academic division (colleges and academic support centers) should be capped based on the approved fiscal year 2018 expense budget and year-end carryforwards. I also support the recommendation that the same model of capping carryforward balances for service centers outside the academic division should be applied.

However, I believe that the proposed carryforward caps, the proposed sliding scale caps, and the proposed percentage being 100% allocated within the academic division, i.e., no provision for investments at the university level by the president, all have to be revisited.

I request a revised proposal from Committee III that lowers the percentages for carryforward funds, allocates funds to a Presidential Strategic Investment fund, considers some sort of return to students through scholarships/financial aid, stipends/incentives, etc., and rewards units who live within their operating budgets, while meeting strategic and annual goals.

In today's environment and economic climate, the RCM adjustment should facilitate the lowest possible tuition and fee charges to our students, while at the same time maintaining a strong financial base. That strong financial base encompasses the total university.

Operational budget carryforward caps should be in the 8% - 10% range, using a sliding scale. The allocation of funds back this year, and pulled moving forward, should stipulate that start-up package commitments come off the top of all funds pulled back. The provost should approve any new start-ups (within contracting authority). Amounts in excess would need the president's approval.

Designated funds for items such as start-ups, new program development, and existing program expansion should be considered in conjunction with support from the provost and the president and in line with our strategic imperatives.

Plant funds should reflect potential capital purchases that can be achieved (saved for) within a one to four year period. Capital purchases beyond four years should be considered major capital and should be partnered with Advancement, and/or the provost and/or the president.

Funds remaining after start-up commitments should be allocated/earmarked for deferred maintenance for academic facilities, for the provost for academic and programmatic support, and for the president to allocate for university-wide initiatives.

Changes to the RCM policies will require approval of the VP Finance and Administrative Services and the president.

### **Provost's Plan to Reorganize the Academic Division**

Concurrent with the work of the three university-wide organizational review committees appointed by me, the provost reviewed the organizational structure of the Academic Division, discussed the review with Committee II, and made recommendations. The provost's plan to reorganize the Academic Division provides for an organizational structure that will facilitate the provost to more effectively lead and manage the largest and most complex division within the university.

Attachment D to this memo contains the summary and detailed reorganization recommendations in the final report dated May 25, 2018. As with the other committee reports, I have supported or approved most, but not all, of the recommendations suggested by the provost as indicated in the attachment.

I approve reducing the number of direct reports to the provost from 16 to 12, and the creation of the Provost's Advisory Council.

As mentioned in the Committee III section of this memo, I do not approve recommendation 3(d), a "new temporary two-year position of Associate Vice Provost for Academic Financial Management." While I concur that academic departments may need help to implement the recommendations of Committee III, this help should be in the form of no more than a half-time senior level individual who can provide training and assistance over a one-year period.

I support the creation of the new position of Senior Vice Provost for Academic Affairs (SVP AAF), who will work with deans and other members of the Academic Division to perform appropriate

academic analyses, make recommendations and implement decisions in a coordinated and consistent manner. I also approve recommendations 4(a)-(f) under Academic Affairs.

The provost's plan to reorganize the Academic Division requires organizational changes, including position creations, position eliminations, changes in reporting structure, moving/exchanging functional areas of responsibility within Academic Affairs and with the Enrollment and Student Services Division. All changes related to personnel, including position descriptions, responsibilities, salary and benefits must be coordinated through, and approved by, Human Resources and, as appropriate, the Office of Civil Rights and Institutional Equity.

### **Closing Statement**

The Central Michigan University Academic Organizational Review was intended to review and analyze CMU's academic organizational structure and our ability to deliver quality education and best serve the needs of our students. The work of the committees has captured needed improvements that when implemented, will improve the educational environment in which our students learn.

cc: President's Cabinet:

Mary Jane Flanagan, Secretary to the Board and Executive Assistant to the President

Michael Gealt, Executive Vice President/Provost

Steven Johnson, Vice President, Enrollment and Student Services

Sherry Knight, Associate Vice President, University Communications

Robert Martin, Vice President, Advancement

A.T. Miller, Vice President and Chief Diversity Officer

Toby Roth, Interim Vice President, Government and External Relations

Manuel Rupe, Vice President and General Counsel

Barrie Wilkes, Vice President, Finance and Administrative Services

Joseph Garrison, Director, Financial Planning and Budgets

Lori Hella, Associate Vice President, Human Resources

Katherine Lasher, Executive Director, Office of Civil Rights and Institutional Equity

Summary of Recommendations

The president supports the majority of Committee I's recommendations, and these items are noted as such in brackets. Items for which the president is requesting further study are underlined, and are noted as such in brackets; Committee I has been reappointed for this purpose. A recommendation that the president did not support is noted by strikethrough.

1. College of Business Administration (CBA): No change. [President supports]
2. College of Communication and Fine Arts (CCFA):
  - a. Department of Communication and Dramatic Arts divides into: [President supports]
    - Department of Communication; and
    - Department of Dance and Theater.
  - b. Change the name of the college to College of The Arts and Media. [President supports]
  - c. Consider developing a department of Integrative Public Relations. [President requesting further study; reappointed Committee I]
  - d. Consider whether the proposed Department of Communications should remain in CCFA or transfer to CHSBS. [President requesting further study; reappointed Committee I]
3. College of Education and Human Services (CEHS):
  - a. Divide the Department of Human Environmental Studies into: [President supports]
    - Department of Fashion, Interior Design & Merchandising;
    - Department of Human Development and Family Studies; and
    - Department of Food and Nutrition (transfers to CHP).
  - b. Move Gerontology faculty members to the School of Health Sciences. [President supports]
  - c. Create a Center for Administration and Leadership Studies to form the academic home for: [President supports]
    - Master of Science in Administration; and
    - UG programs currently in Academic Development:
      - Integrated Leadership Studies;
      - BA/BS Administration; and
      - BS Community Development.
  - d. ~~Create a School of Education.~~
  - e. Redefine the Professional Education Unit (PEU). [President requesting further study; reappointed Committee I]



- f. Consider splitting the Department of Counseling and Special Education: [President requesting further study; reappointed Committee I]
    - Counseling faculty would join Department of Educational Leadership or HDFS; and
    - Special Education faculty would join Department of TEPD.
  - g. Consider dividing Department of Educational Leadership. [President requesting further study; reappointed Committee I]
4. College of Humanities and Social and Behavioral Sciences (CHSBS):
    - a. Change the name of the college to Liberal Arts and Social Sciences; and [President supports]
    - b. Maintain the current interdepartmental neuroscience program with revised bylaws to make it more inclusive and transparent. [President supports]
  5. The Herbert H. and Grace A. Dow College of Health Professions (CHP):
    - a. Create a Department of Physical Therapy (other programs remain in School of Rehabilitation, and Medical Sciences is not changed); [President supports]
    - b. Incorporate Gerontology faculty (from CEHS) into the School of Health Sciences; [President supports]
    - c. Accept Food and Nutrition as a stand-alone department (from CEHS); and [President supports]
    - d. Consider splitting the School of Health Sciences into two or more departments. [President requesting further study; reappointed Committee I]
  6. College of Medicine (CMED): No change. [President supports]
  7. College of Science and Engineering (CSE):
    - a. Department of Mathematics divides into: [President supports]
      - Department of Mathematics; and
      - Department of Statistics, Actuarial and Data Sciences.
    - b. Create a Division of Engineering and Informatics to include: [President supports]
      - School of Engineering and Technology;
      - Department of Computer Science; and
      - Department of Statistics, Actuarial and Data Sciences.
    - c. Create a Division of Mathematics and Natural Sciences. [President supports]

Summary of Recommendations

The president approved the majority of Committee II's recommendations, and these items are noted as such in brackets. Recommendations that the president did not approve are noted by strikethrough, and are further explained in the president's memo. Recommendation #6 resulted in a separate report dated May 25, 2018.

1. Centralize all student advising within the Academic Division and implement mandatory, annual advising for i) all students starting with the freshman class of 2019; and ii) transfer and all other students in 2020; [President approves]
2. Consolidate all university-wide recruitment efforts, ~~including communications and marketing, within Enrollment and Student Services~~; [President approves in part; see president's memo]
3. Combine all testing and proctoring into a single unit, preferably housed in one location; [President approves]
4. Create a standing committee to better coordinate the efforts of WCMU (public broadcasting) with those of the Academic Division to increase student participation in WCMU and explore/develop new opportunities to enhance existing academic programs; [President approves]
5. Transfer the resources and responsibility for the management of the Botanical Garden to Facilities Management; and [President approves]
6. Committee II has identified counseling services as a serious source of concern for students. The committee seeks authorization to work beyond this report and develop recommendations providing students and CMU employees with improved counseling services. [President requested further study]

Summary of Recommendations

The president supports the majority of Committee III's recommendations, and these items are noted as such in brackets. Items for which the president is requesting further study are underlined, and are noted as such in brackets; Committee III has been reappointed for this purpose. Items that the president did not approve are noted by strikethrough.

Once approved by Provost Gealt and President Ross, the following recommendations will be implemented over a two-year period in fiscal year 2018-2019 and 2019-2020. The current organizational structure of college budget personnel reporting to the dean is both consistent with the principles of RCM and is anticipated to be adequate once the changes outlined below have been implemented. However, additional assistance will be required to implement the recommended changes. The key positions involved in order to develop and implement plans to accomplish the following objectives are noted in parentheses, recognizing the need to involve other stakeholders.

1. Create a more uniform framework for fiscal management within departments and colleges (~~AVP-  
AFM~~, deans, chairs): [President approves]
  - Ensure approved budgets accurately reflect actual operational expenses and curtail the practice of using one-time reserves to fund ongoing operational expenses;
  - Develop uniform financial management guidelines and procedures that apply to all colleges and departments; and
  - Provide greater autonomy and support to departmental chairs, program and center directors over expenditure budgets, and greater support to faculty members with external grants.
2. Improve financial analysis of current and proposed academic programs (~~AVP-  
AFM~~, Office of Institutional Research, deans, chairs): [President approves]
  - Use normative data to evaluate costs during program review; and
  - Develop or adopt (if such a product exists) a sophisticated utility to analyze the financial viability of proposed programs including implications at the department, college, and university levels.
3. Balance incentives for sound fiscal management with long-term investment (~~AVP-  
AFM~~, deans, chairs, D-FPB):
  - Preserve the incentive for prudent fiscal management by departments, colleges and academic service centers by allowing them to retain a meaningful proportion of carryforward surpluses for department-level investments; [President supports in concept but has requested further review]
  - Cap college and academic service center carryforward surpluses to create a centralized fund in the Provost's Office for investment in new academic programs and initiatives; and [President supports in concept but has requested further review]

- Apply the same model of capping carryforward balances for service centers outside the Academic Division to create an investment fund at the divisional (Vice President) level to support new initiatives, building and equipment maintenance, and replacement of capital equipment. [President supports]
4. Provide a mechanism to encourage units to invest in new faculty and facilities (~~AVP-AFM~~, deans, chairs, D-FPB):
    - Develop a process to allow commitments for faculty start-up packages to be administered centrally and distinguished from uncommitted funds; and [President approves]
    - Create a mechanism and incentive for units to save funds for the maintenance and replacement of equipment and infrastructure. [President approves]
  5. Conduct a review of current RCM policies ~~and make changes where appropriate~~ (D-FPB, Committee III). [President supports additional review with recommendations for changes to be submitted to the VP Finance and Administrative Services and the president for approval]

The president approved the majority of these recommendations, as noted in brackets next to the detailed reorganization items (1)-(6). Recommendations that the president did not approve are noted by strikethrough, and are further explained in the president's memo.

## **A. Summary**

The reorganization eliminates two units (Academic Development and Academic Effectiveness) and re-establishes an Office of Academic Affairs. Functions currently in Academic Effectiveness and Academic Development will be distributed to Academic Affairs; Academic Administration; and, in the case of academic programs, to an academic college.

In addition, to strengthen the uniformity of functions in all colleges, the new position of *Senior Vice Provost for Academic Affairs (SVP AAF)* will work individually and collectively with the academic deans and across the Academic Division to ensure the Provost's academic decisions are implemented in a coordinated manner. This will involve facilitating discussions at the Council of Deans to ensure decisions are based on broad-based input. This person will also coordinate with the Senior Vice Provost for Academic Administration (SVP AAD) to assure that resources are appropriately utilized. The SVP AAF and the SVP AAD will be given specific functions, i.e., the SVP AAF will prepare the agenda for, and manage meetings of, the Council of Deans and the SVP AAD will be responsible for budgetary management across the division.

The position of the Dean of the College of Medicine will be redefined to become the *Vice President for Health Affairs and Dean of the College of Medicine (VPHA)*. In most cases, the VPHA position does not change reporting relationships (i.e., the Dean of the College of Health Professions will continue to report to the Provost). Instead, the VPHA will be responsible for ensuring coordination of all units involved in health-related clinical programs and will be ultimately responsible for making decisions regarding the compliance-related aspects of these programs. For example, the VPHA will assume responsibility for coordinating all health-related clinical programs (including clinical clerkships/internships<sup>1</sup>), health-related billing, and Health Insurance Portability and Accountability Act (HIPAA) compliance across CMU including those in CHSBS, CHP, CMED, Athletics, and CMU Partners. Non-clinical internships<sup>2</sup> and academic health-related programs in CHP and CHSBS will remain the responsibility of the deans of these colleges. The conduct of clinical interns<sup>3</sup> would be under the control of the policies established by the VPHA. The VPHA may also assume responsibility for the CMU Counseling Center, which would bring all CMU health services under one umbrella to increase coordination, efficiency, and HIPAA compliance.

Under the reorganization, the Dean of CHP would have a dual reporting relationship (the same would apply to other colleges and units with clinical programs). For academic programs, RPT decisions, etc., the Dean of CHP would continue to report to the Provost in common with the deans of the other academic colleges. For clinical programs, utilization of clinical space, clinical billing, and HIPAA compliance the reporting relationship would be to the VPHA. The latter change in reporting relationship between CHP

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<sup>1</sup> Administrative internships, i.e., those without a true clinical component, are not intended to fall within the scope of VPHA authority.

<sup>2</sup> Those without direct patient care falling under HIPAA compliance regulations.

<sup>3</sup> Those with patient care that falls under HIPAA compliance regulations.

and VPHA is intended to facilitate coordination of compliance and clinical placements between CHP and CMED and take advantage of opportunities for fiscal efficiencies and opportunities for synergies that improve programs. The VPHA reports to the Provost.

## **B. Detailed Reorganization**

- 1. Direct Reports to Provost:** The Provost is the Chief Academic Officer and, as such, is responsible for the overall leadership of the Academic Division. The Provost's direct reports would be reduced to 12 individuals as one senior office would be filling two roles (Dean of CMED and Vice President for Health Affairs). The Provost's direct reports are: [President approves]
  - The deans of seven academic colleges: CBA, CCFA, CEHS, CHP, CHSBS, CMED, and CSE
  - Dean of the Library
  - Senior Vice Provost for Academic Affairs
  - Senior Vice Provost for Academic Administration
  - Vice President for Research and Dean of the College of Graduate Studies
  - Vice President for Information Technology
  - Vice President for Health Affairs (who at this point is also Dean of the College of Medicine)
  
- 2. Provost's Advisory Council:** In addition to the larger Council of Deans, the Provost will utilize another advisory council that will comprise the following direct reports (and will be coordinated by the Special Assistant to the Provost). [President approves]
  - Senior Vice Provost for Academic Affairs
  - Senior Vice Provost for Academic Administration
  - Vice President for Research and Dean of the College of Graduate Studies
  - Vice President for Health Affairs
  - Vice President for Information Technology
  - Associate Vice Provost for Academic Planning and Analysis
  - Executive Director of Academic Advising
  
- 3. Academic Administration:** This is a continuing organization headed by the Senior Vice Provost for Academic Administration (SVP AAD), one of the of two key positions reporting to the Provost. Reporting to the SVP AAD are the AVP for Academic Planning and Analysis (current title: Executive Director of Institutional Research) responsible for the Office of Academic Planning and Analysis (currently Office of Institutional Research), Academic Space and Remodeling, Faculty Personnel Services, and Licensure/Regulatory SVSC.

The key changes in this area would be:

- a. An enhanced role for the Office of Institutional Research, which would become the Office of Academic Planning and Analysis. The position of executive director would be upgraded to an Associate Vice Provost for Academic Planning and Analysis. In addition to the current functions, this office would become responsible for Academic and Professional Programs (currently in Academic Development) except for the undergraduate degree-completion programs that will be transferred to the College of Education and Human Services together with the Masters of Administration (MSA) (see Committee I recommendations). [President approves]

- b. Transfer of personnel and responsibility for Affiliation Agreements (currently handled by Mitchel Hartman in Academic Effectiveness) to Licensure and Regulatory Services (Shellie Haut). [President approves]
  - c. Transfer responsibility for Faculty Assignment and Support (currently handled by Stephanie Bechtel in Academic Development) to Licensure and Regulatory Services (Shellie Haut). [President approves]
  - d. ~~A new temporary (two year) position of Associate Vice Provost for Academic Financial Management will also report to the SVP AAD and will be responsible for helping to implement the recommendations of Committee III.~~
- 4. Academic Affairs:** A new position of *Senior Vice Provost for Academic Affairs (SVP AAF)* would work with deans and other member of the Academic Division to perform appropriate academic analyses, make recommendations, and implement decisions in a coordinated and consistent manner including establishing the agenda and running the Council of Deans. The direct reports of the SVP AAF would be: [President approves]
- a. Director of Honors.
  - b. Executive Director of Office of International Affairs (OIA): OIA will remain the same except that responsibility (and personnel) involved in academic recruiting will be transferred to ESS.
  - c. Executive Director for Curriculum, Faculty and Instructional Support: This is a new position that would assume responsibility for curricular development (a role currently adopted by the Vice Provost for Academic Effectiveness), acting as the liaison with Academic Senate committees and working with departments to coordinate program review. The Director of Faculty Development and Instructional Support, the Director of the Office of Assessment and Accreditation (OAA), the Editor of University Bulletins and Curriculum Minutes, and the Director of General Education would report to the Executive Director of Curriculum, Faculty and Instructional Support.
  - d. Executive Director of Academic Advising: A new role that would coordinate and supervise advising across the Academic Division. This role will be assumed by a position transferred from ESS (see Committee II report).
  - e. Director of Community Engagement: Establish and maintain an Office of Community Engagement to coordinate and implement the strategies identified in CMU's 2017-2022 Strategic Plan and prepare and submit a proposal to the Carnegie Foundation.
- 5. Academic Effectiveness:** This unit would be disbanded with the functions subsumed into Academic Administration and Academic Affairs (see organizational charts). [President approves]
- 6. Academic Development:** This unit would be disbanded with the functions subsumed into Academic Administration and Academic Affairs. Academic and Professional Programs would be transferred to the Office of Academic Planning and Analysis (the undergraduate degree completion programs will be transferred to the College of Education and Human Services), the Center for Excellence in Teaching and Learning (CETL) would report to the new Executive Director of Curriculum, Faculty and Instructional Support and the functions of Faculty Support and Assignment would be subsumed into CETL or transferred to Licensure and Regulatory Services (see organizational charts). [President approves]

7. **Office of Research and Graduate Studies:** There will be two changes. First, the OIA will report to the Senior Vice Provost for Academic Affairs (it has only reported to ORGS since the summer of 2017). Second, the MSA will transition to an academic college (see Committee I recommendation). [President approves]
8. **CM-Life:** Currently, CM-Life reports to the Provost. Starting in 2018-2019 CM-Life will report to ESS. [President approves]
9. **Costs:** The reorganization should be budget neutral. Two permanent senior officer positions are eliminated (Vice Provost for Academic Effectiveness and Vice Provost for Academic Development) and replaced by the new Senior Vice Provost for Academic Affairs, with some functions transferred to lower level P&A positions (Executive Director of Curriculum, Faculty and Instructional Support). The position of Executive Director of Advising is an existing position transferred from ESS (together with Advising Staff). ~~A temporary position, AVP Academic Fiscal Management, reporting to the SVP AAD, will be created to develop a plan to bring all college fiscal planning to the same level of competence; the goal is implementation in 2019-2020.~~ The redefinition of the role of the Dean of the College of Medicine (Vice President for Academic Health Administration and Dean of the College of Medicine) should not require an adjustment in compensation. [President approves, except for the AVP Academic Fiscal Management. See the president's memo.]