

REVIEW OF THE
OFFICE OF THE
PROVOST



February 2015

Objective

UCF Human Resources (HR) was asked to perform an operations review of the Provost's Office (Faculty Relations, Academic Programs, Faculty and International Affairs, and Academic Affairs Administration) in order to clarify roles and responsibilities, and to identify any redundancies in operations or services. HR was also tasked with providing recommendations regarding optimal organizational structure for the Provost's Office with the benefit of strengthening the office's ability to provide superior customer support to the campus.

Methodology

HR requested that select individuals complete a position information overview form, which detailed primary responsibilities, and when applicable, administrative support duties and any back-up responsibilities.

In order to clarify responsibilities and achieve a better understanding of roles, HR conducted follow-up individual interviews with the professional staff, and conducted a focus group with the administrative support staff.

HR Analysis Process

The Provost Office structure has changed over time to respond to growth within the university, while matching expertise and talent on the various functional teams the Provost's Office. Human Resources began the review of the current structure of the Provost's Office by gathering information and gaining insight on how the structure evolved.

Human Resources reviewed the UCF Provost Office's organizational charts and identified core functional areas, based on industry best practices and benchmarking with peer and aspirational institutions. The functions that fit best together were categorized by academic support or business support functions.

Highlights of Common Themes

Throughout the process, some common themes surfaced:

- A lack of strategic planning in regards to mission/vision execution, seasonal processes, workload balance, and succession planning.
- A lack of clarity of roles in regard to the Provost's Office "go to" people for some specific functions.
- Some key functional areas are performing similar or duplicative roles and in some cases, there is a misalignment of efforts.
- Ambiguous task delegation between leader and staff and/or between administrative support, which leads to unclear roles and responsibilities and varying expectations.
- The need for enhanced technology to automate and streamline processes.
- The current arrangement of the work areas is not conducive to an efficient working environment.
- The need for a formal reception area assigned to the Provost's Office, staffed with a full-time receptionist to help or screen visitors.
- A pervasive sense of concern and/or confusion about assigned roles and responsibilities in some areas. Informal task delegation and diffusion of responsibility.

Initial Recommendations

After review of these common themes, the following are initial recommendations for addressing these findings:

- Create a formal mission statement for the Provost Office that transfers to a mission statement for each functional area.
- Implement a new organizational structure that supports the UCF mission and clearly delineates the key functional areas for campus constituents.
- Streamline leadership roles and clarify reporting relationships.
- Implement a succession planning strategy in order to provide continuity of leadership in anticipation of upcoming retirements.
- Explore areas in which technology will minimize manual work, including maintaining and compiling data.
- In preparation for the new organizational structure, begin short term and long term planning for all administrative support staff office assignments. The assignments and administrative support staff should be structured in such a way that there is support within an efficient proximity of all functional areas.
- Establish senior leadership roles and assign to key areas. Establish a clear organizational structure and communicate the structure.
- HR to work with Provost to conduct an assessment to match leadership roles to functional areas.
- Build strategy and plan for change management and office transformation.
- Identify and clarify levels of duties that should be performed at the administrative support level and those that should be performed by the appropriate coordinator or leader within the Provost's Office (payroll, travel, purchasing, etc.).

Proposed Office of the Provost Organizational Structure

The following key functions are needed to uphold the mission, vision, and goals that should be set forth by the Provost's Office:

Administration & Strategic Initiatives: This unit is responsible for the business operations of academic affairs for the university, and focuses on research and ideas to implement cutting edge strategies that advance the mission of the university.

Below are the departments that should fall under this unit:

- Budget
- Space Planning
- Institutional Strategic Planning
- BOT Strategic Planning
- Academic Program Innovations
- Arts & Culture Strategic Initiatives

International Affairs & Global Strategies: This unit is responsible for providing support to international students and faculty who teach, and conduct research, with a focus on international programs.

Below are the departments that should fall under this unit:

- International Service Center
- Center for Multilingual and Multicultural Studies
- Office of International Studies
- Global UCF
- Study Abroad

Faculty Excellence: This unit is responsible for recruiting, retaining, motivating, developing, and rewarding faculty and excellence in instruction and research.

- Faculty Hiring
- Faculty Development
 - P&T and Evaluation
 - Awards
- Faculty Initiatives
 - Faculty Cluster Initiative
 - Opportunity
 - Retention
- Faculty Academic Leadership
- Labor Relations
 - Grievance
 - COACHE

Program Development, Accreditation and Academic Operations: This unit is responsible for the quality of the university's academic programs and for developing the policies and processes necessary to ensure the university's academic programs are in compliance with state and federal requirements.

Below are the departments that should fall under this unit:

- SACS Accreditation
- Program Review
- Program Accreditation
- BOT Educational Programs
- Academic Compliance
- Institutional Knowledge Management

Teaching and Learning: This unit is responsible for empowering students to become successful lifelong learners. Through a variety of services and instructional approaches, this area assists students in learning through various disciplines.

Below are the departments that should fall under this unit:

- Faculty Center for Teaching and Learning
- Assessment
- DirectConnect
- Continuing Education

Information Technology: This unit provides vision and leadership for developing and implementing information technology initiatives for campus-wide and related IT systems in accordance with the mission, core values, and purposes of the university.

Below are the departments that should fall under this unit:

- Enterprise IT
- UCF Libraries
- Center for Distributed Learning
- Office of Instructional Resources
- Computer Services & Telecommunications

Future Considerations

- Create an internal and external communication strategy to promote the Provost's Office Mission/Vision/Goals.
- Provide development opportunities to enhance key competencies needed in the Provost's Office and the Colleges (e.g., to increase adoption of technology, promote critical thinking to streamline processes, etc.).
- Identify and plan for appropriate processes to be distributed or delegated to the college level allowing for more autonomy and ownership of the processes. This will free the Provost's Office of tasks that can be performed at the local level.

In conclusion, HR recommends a restructuring of the Provost's Office which establishes and identifies key functional areas and leadership roles and provides a further clarification of individual roles and customer services. HR also recommends some short term changes and long term strategies to enhance operations, efficiencies and customer service within the Provost's Office in support of the University, faculty, staff, and student needs.

HR is prepared to assist in the assessment, implementation, and evaluation of proposed strategies.