Organization Structure

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- ## Why focus on org structure and shared services?
  - To **maximize our mission**, we must be strategic about how we manage and allocate resources – given the growth orientation within our increasingly resource-constrained environment.

- ## Three desires:
  1. Build upon the wisdom of the evidenced self-organizing of shared resources
  2. Do so with a focus on equitable effectiveness of supporting student and faculty success
  3. Find ways to increase interdisciplinary efforts in teaching, research and service, by reducing barriers and discovering mechanisms by which to facilitate

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Process informed by feedback

- **Pilot: Shared advising rollout (Spring 2024)**
  - Feedback indicated that faculty/staff wanted 1) a slower process; 2) the opportunity to provide feedback throughout; 3) to be more data-informed; and 4) more communication about the changes.
  - Rollout experienced management/leadership issues

- **Organizational Structure project**
  1. **Process/timeline**: Decision-making and planning occur over the course of roughly 12 months, with implementation not beginning until the following academic year.
  2. **Collaboration**: Process integrates faculty/staff voice.
  3. **Transparency**: Communication and planning take place through regular discussions/updates for various stakeholder groups.

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Process and timeline

- **Phase 1: Context (June-Aug 2024)**
  - Analysis of organizational structures among 38 AAU peers

- **Phase 2: Diagnostics (Aug-Nov 2024)**
  - Analysis of what is working well, areas that need support and what would be important to faculty and staff in a shared services model

- **Phase 3: Solution (Dec 2024-Jan 2025)**
  - Establish organizational structure and leadership that can guide a well-informed collaborative rollout of shared services

- **Phase 4: Implementation Planning (spring semester)**
  - Design shared services and develop operational plans

- **Phase 5: Implementation (2025-26 academic year)**
  - Implement designed shared services model

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- **Completed August 2024**
  - Two Parallel Propositions
    1. University of Utah would benefit from a unified approach to enhancing student success while engaging stakeholders through shared governance to balance strategic goals with community voice.
       - **Shared services** with an initial focus on four units that are often found sharing services (70%) in various ways across our peers
    2. In moving toward shared services, the organizational structure needs to accommodate effective and clear management of shared services and improve opportunities for collaboration across disciplines.
       - Exploration of different **organizational management models**

- **Focus:**
  - Colleges of Humanities, Science, Social and Behavioral Science and the School for Cultural and Social Transformation
    - Understand what is working well, where more support is needed and what would be important to faculty and staff in a shared services model

- **Areas of Exploration:**
  - Administrative support (travel planning, calendaring, etc.), communications and marketing, event planning, facilities, fiscal management, human resources, IT support, student scholarship administration, student services, research administration and wellbeing initiatives, among other potential services

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- **Organizational Management Models**
  - Two models:
    1. Share services **across all four academic units or**
    2. Share services **across Humanities, Social and Behavioral Science and Transform**
  - Determine title, roles, etc. of leader and deans

Commitment to transparency

- **Participating units**
  - Deans and project team meet every other week
  - Deans meet with their leadership teams regularly and update their faculty/staff

- **Senate and Senate EC - monthly updates**
  - Deans met with their Senate reps to discuss the project and address questions

- **CAD - monthly updates after attendance at retreat**

- **President and Cabinet - regular updates from Provost since August**

- **Trustees**
  - Executive Committee updated in October
  - Academic Subcommittee updated in September, November

Collaboration and stakeholder input

- **Process to gather faculty and staff feedback:**
  - Co-designed with 4 participating deans
  - 12 listening sessions conducted for faculty and staff
  - Survey for faculty and staff
  - Online feedback form
  - Analysis of listening sessions and survey data ongoing
  - Townhall to share findings scheduled for December 11

Next Steps

- Structure to be determined by the end of 2024 calendar year

- Feedback from deans and their leadership teams on structure, dean/leader position descriptions, leader title, and label for the group of colleges in December

- Internal university-wide search for a leader in January

- Leadership of shared service design will transition to appropriate leader(s) based upon organizational management model

  - Additional faculty/staff feedback and student feedback to be gathered as services are designed

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- **Project website:** https://academic-affairs.utah.edu/organizational-structure-project/

- Please refer to this page for answers to **FAQs about the project**