

## UNIVERSITY BUSINESS EXECUTIVE ROUNDTABLE



# Considerations for Organizing Senior Administration and Reporting Departments at Public Universities

### Custom Research Brief

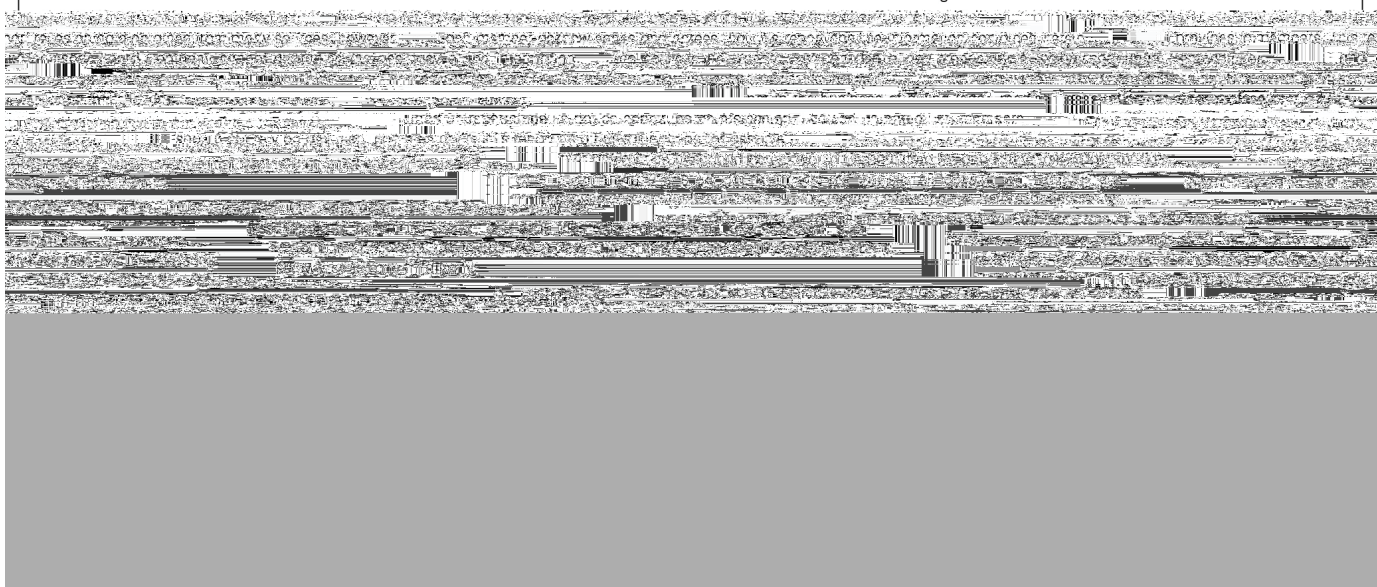
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LEGAL CAVEAT

IMPORTANT: Please read the following.





# I. Research Methodology





## II. Executive Overview

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Each contact institution organizes the senior administration and reporting departments differently. All contact institutions maintain a separate division for finance and operations, academic affairs, and student affairs. However, differences occur among the organization of information technology, institutional advancement, and enrollment management divisions.

Contacts describe several factors that determine the organization of senior administrators and departments at their institutions, including institutional history, budget concerns, senior leader preferences, and administrator expertise or personality.

All contact institutions employ a vice president for finance and operations who is responsible for all university administrative services. Contacts explain that a combined division allows the vice president to focus on customer service in all support services provided to university constituents. However, contacts at two institutions caution that a combined finance and operations division places an overwhelming responsibility on the vice president to oversee all departments and personnel.

While all contact institutions maintain a single division for business and finance, three institutions employ a separate vice president or chief officer for information technology. Contacts report that a separate vice president for information technology provides more attention to strategically planned services and future initiatives. In contrast, contacts at one institution suggest that information technology should be housed with the administrative and business division because the function supports all of the university's operations. Additionally, contacts suggest the information technology department report to the vice president for finance and operations to ensure oversight of the department's increasingly expensive costs.

Four contact institutions include development and university relations departments in a single division of institutional advancement; an integrated fundraising and marketing system creates a robust fundraising effort that increases revenue for the institution. However, contacts at two institutions emphasize the importance of a separate vice president or director for external relations, with a direct reporting line to the President, to maintain community relations and support.

Four contact institutions house enrollment services within student affairs, one contact institution houses enrollment services within academic affairs, one contact institution houses enrollment services within institutional advancement, and one contact institution maintains a separate enrollment services division. Contacts organize enrollment management within the division of student affairs in order to align the department's goals with student recruitment, admission, retention, and graduation. One institution separated enrollment services into a single division as a result of decreased state funding, which has led the university to depend on tuition as a primary funding source.



## III. Overview of Senior Administration Organizational Structures at Contact Institutions

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Contacts describe



The new President of College C, who began at the institution in July 2011, immediately reorganized the direct reporting lines for some senior administrators and plans to reorganize other reporting lines next year. Prior to implementing these changes, the President met with senior administrators, direct reports to the senior administrators, and other constituents during campus-wide meetings to gain feedback about advantages and disadvantages of the institution's previous organizational structure. According to contacts, the President focused position realignment on both the productivity of each department and the personalities and expertise of senior administrators. Contacts report that the President communicated the structure change to the campus community after gaining widespread support from the













