

Organization Implementation Plan 1990 - 1995

INTRODUCTION

East Carolina University, as an organization, consists of a large number of people who fill differentiated roles and perform a variety of tasks. The actions of the organization's members are coordinated so that individual accomplishments are integrated and complementary. Structure is necessary in order for the University to fulfill its mission and implement its goals and objectives.

The University supports a philosophy of organizational structure that responds to basic needs of the university: 1) a need for effectiveness and efficiency in fulfilling the basic mission of the institution, 2) a need to capitalize on internal strengths, address weaknesses, respond to external opportunities and threats, and preserve the values held by the people at East Carolina, and 3) a need for innovation in implementing the University's strategic plan.

CURRENT ASSESSMENT

The Strengths and Weaknesses Identification Report focused attention on the "University's organizational character and structure including patterns of communication and line responsibilities needing further delineation, clarification, and refinement." Several areas of concern were noted. Further analyses throughout the planning process revealed specific organizational issues needing attention, many of which have been addressed in this implementation plan.

The organizational structures of the Health Sciences Division and the Graduate School underwent extensive reviews within the last few years. Because of the recent reorganizations that have already been implemented, they are not included in this plan.

IMPLEMENTATION STRATEGIES

The following goals are in response to the *University Directions* document as well as the other university-wide implementation plans. They are deemed to be of immediate importance and will be addressed by the units in this planning period. Other organizational issues will be identified throughout the development of the unit plans and through the implementation of the overall strategic plan.

1. Designate the College of Arts and Sciences as a unit, and make appropriate code and policy changes

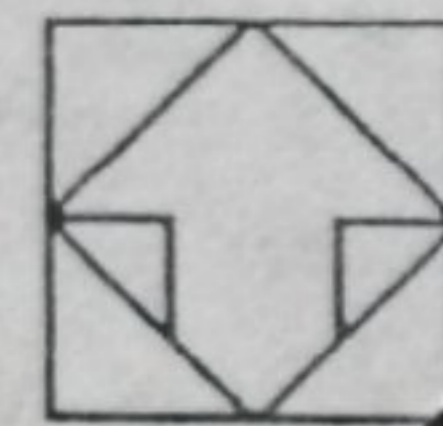
The College of Arts and Sciences provides the basic academic framework for supporting Goal One in *University Directions* to achieve distinction in undergraduate education. It houses, in a single entity, the disciplines which provide a "substantial and coherent core of studies in the liberal arts, mathematics, and sciences..." The Dean is responsible for allocating resources to the departments. All code units in Arts and Sciences are requested to review and revise, if necessary, their existing codes and procedures to recognize the duties and responsibilities of the unit's chair and the Dean of Arts and Sciences.

2. Establish a Faculty Development Center in Academic Affairs

Faculty and administrators who have studied the questions of support for faculty development have concluded that the most effective approach is through a centralized office or center where both material resources and human resources are coordinated for faculty throughout the University. The center will promote development of faculty as teachers, scholars, advisers and academic leaders. As described in an Association of American Colleges study on the subject, such a center should promote faculty development activities in the following areas:

--professional development—scholarship, improved research skills, broadening of scholarly areas;

--instructional development—improved teaching skills, new teaching techniques;



--curricular assistance—development of new courses, significant changes in current offerings, development of interdisciplinary courses;

--organizational development—introduction of new campuswide policies promoting faculty development focused on campuswide goals and reward structures designed to encourage faculty renewal

The establishment of a Faculty Development Center is in keeping with East Carolina's commitment to develop specific programs, services, and other support structures throughout the University that enable faculty to improve their teaching, research, scholarship, and creative activities.

3. Establish a Center for International Studies in Academic Affairs to coordinate all student, faculty, and curricula-related activities

A comprehensive Center for International Studies is necessary to secure East Carolina University's position as a contemporary university addressing the concerns of a globally interdependent society. East Carolina's commitment to promoting global awareness through both curricula and student services is expressed in the *University Directions* and enrollment management implementation plan. To ensure a focused and effective program, the comprehensive center would draw together elements of international study and services previously dispersed among the Office of International Studies, Student Life, and various academic units. Only with a closely coordinated and highly visible center for International Studies will this University be in the position to advance and enhance its international presence through academic, exchange, and economic development.

4. Coordinate enrollment management functions by appointing an Assistant Vice Chancellor for Enrollment Management in Academic Affairs

This strategy supports goals one and seven in *University Directions* and the strategies in the Enrollment Management Implementation Plan by coordinating programs relating to recruitment and retention of students. Offices responsible for these functions, including Admissions, Academic Advising, Academic Support and Registrar, will be organized under this new organizational entity. Close liaison with Student Life, the Counseling Center,

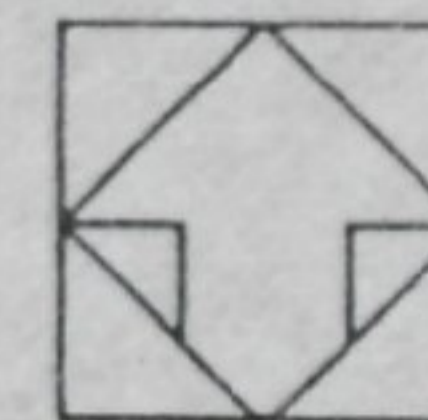
Orientation, International Studies, and other offices will further improve the University's effectiveness in carrying out all enrollment management activities and, in turn, will better serve students.

5. Incorporate all computer and information processing services and functions into a common organizational matrix and assign the day-to-day responsibilities for administration to the chief information officer with a direct reporting relationship to the Chancellor

As recommended by a number of faculty and staff planning groups, the University must make a concerted effort to integrate all voice, data, print and video functions and services in the interest of effective resource allocation and given the overlapping character of the information technologies. The incorporation of those functional areas related to the information technologies into one organizational entity would promote 1) a more even pattern of services and functions, 2) more effective and informed policy and resource allocation decisions, and 3) expanded access to computing and information technology resources by students and faculty. The overall goal is to promote and develop an interconnected communications network involving all teaching, research, service, and administrative areas within the University, including both the east and west campuses. The management and operation of departmental computer resources will continue to be arranged by the individual departments.

6. Reorganize the Business Affairs area to improve service and maximize resources

The Business Affairs Division represents an extensive and diverse array of physical, financial, administrative, and operational services. Several organizational changes are planned for the immediate future. Anticipating a reorganization that would establish a "chief information officer", the merger of related departments has begun. Telecommunications, which previously reported to the Assistant Vice Chancellor for Business, will report to the Director of Computing & Information Systems on a temporary basis until such time as a chief information officer is appointed. In addition, employees of the Office Machine Repair Shop that reported to the Director of Purchasing are being transferred and merged into the PC Repair Shop and Telecommunications department. This will enhance support for technological and computer-based equipment.



The position now designated as Assistant Vice Chancellor for Business will be retitled as Associate Vice Chancellor for Business Affairs. This person will clearly be the "second in command" with enhanced levels of authority and responsibility. The most significant reporting change will be the transfer of the Physical Plant Department from the Vice Chancellor for Business Affairs to the Associate Vice Chancellor for Business Affairs. The Associate Vice Chancellor will then be responsible for Physical Plant operations, (including an expanded role in the area of facilities management, programming, and master planning) Housekeeping, Materials Management, and Auxiliary Enterprises. The Materials Management Department will include: Purchasing, Receiving, Warehousing, Central Stores, and Medical Stores. Auxiliary Enterprises will include the Bookstore, Print Shop, Motor Pool, and Mail Services. A Director of Auxiliary Enterprises will be developed to oversee and manage these units. Moving Services will be transferred to Physical Plant to maximize the effective use of this team of employees. The OSHA Office will be retitled Environmental Health and Safety and be elevated organizationally to report directly to the Vice Chancellor.

The organizational restructuring of the Business Affairs Division is intended to better distribute functional responsibility, achieve a reasonable span of control, enhance service orientation, and address current operational deficiencies. The reconstituted Division of Business Affairs will seek to recognize the service requirements for both the west and east campuses and apportion time and effort accordingly. The ultimate aim is to position the Division to effectively support the strategic goals of the University.

7. Realign the departments within Student Life in order to generate greater collaboration and to improve service for students

The primary goals of this reorganization are to assist students in their transition and progression within the University, to direct more effort to the development of student leadership, and to coordinate the delivery of services. The Division will be aligned into three sections: (1) Student Services composed of Housing, Student Health Services, Financial Aid and Dining Services reporting to the Vice Chancellor of Student Life; (2) Student Development consisting of Counseling, Career Planning and Placement, Resident Education, Orientation, Sub-

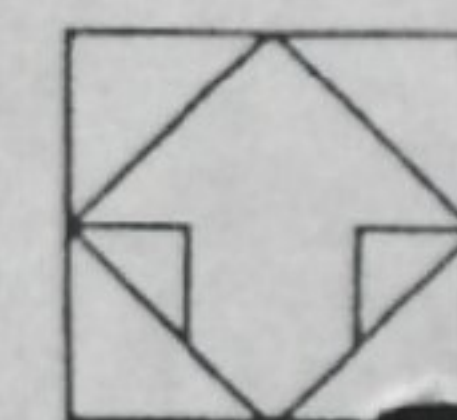
stance Abuse, and an Assistant Dean for Student Development for Special Populations (Handicapped Students, the Hearing Impaired Program, International Students, Nontraditional Students, Commuter Students and Minority Students) reporting to a Dean of Student Development; and (3) the Dean of Students Office responsible for Judicial Affairs, Fraternities and Sororities, Student Organizations, Student Leadership Development and the coordination of the efforts of Intramural and Recreational Services and the University Union and Student Activities. In addition to these three sections, the Assistant Vice Chancellor and Director of Minority Affairs will report to the Vice Chancellor for Student Life.

8. Assign the budget planning function to the Office of Planning and Institutional Research

For successful implementation of the strategic plan to take place, resource allocation decisions must be based on university and unit goals and objectives. Effective budget planning will facilitate the distribution of resources consistent with critical decisions about future university directions. The Office of Planning and Institutional Research will be responsible for gathering relevant financial and management information, developing procedures, guidelines, and timetables to assist the administration in budget decision-making; and establishing mechanisms to monitor the linkage of the strategic plan with resource allocation decisions.

9. Reassign the Office of News and Communication Services and University Publications to the Chancellor's Office (i.e., Executive Assistant to the Chancellor)

Among the factors which undergird the reassignment are: (1) the desire to focus the efforts of the Office of the Vice Chancellor for Institutional Advancement on a major capital fund raising campaign; (2) the need to align organizational responsibility for publications and communications with the role of the Chancellor in articulating and interpreting the goals and policies of the University; (3) the role of the Chancellor's Office in serving as a communications liaison to all University constituencies, both internal and external.



10. Facilitate communication throughout all levels of the organization

One of East Carolina University's distinctive characteristics listed in *University Directions* is its "small-college atmosphere". Both the Strengths and Weakness Identification and Institutional Values Assessment reports noted the University's pride in its tradition of collegiality, openness, and friendliness. As the size of the faculty, staff, and student body continues to grow and the organizational hierarchy becomes more complex, the ability to continue cultivating open and informal communications processes becomes more and more challenging. The University must address the need to keep communications channels open and responsive by adopting a philosophy of organizational behavior where both vertical and horizontal communication are encouraged and fostered. This approach will benefit the University by allowing it to 1) deal more effectively with increasing requirements for the coordination and integration of programs, 2) note problems and their solutions quickly, and 3) involve those in all sectors of the institution in decision making that affects their areas of responsibility. Such a commitment to this style of organizational behavior supports the notion that direct communication is more likely to be understood.

Implementation of this strategy will use mechanisms such as planning teams, workgroups, and task forces to coordinate routine processes (e.g.—first day of classes) as well as special projects. Troubleshooting, involving teams of individuals from across organizational boundaries, will be employed. The use of electronic mail will be encouraged by administrators and staff in administrative offices, in particular, and by the faculty and staff in general.

11. Make other appropriate organizational changes to improve communication and administrative processes and to implement the unit strategic plans

Goal ten in *University Directions* calls for ongoing review of the University organization structure and communications processes. In addition, individual unit plans will identify organizational issues to be addressed within and across divisions, college and schools, and departments and offices. Throughout the planning period, these

organizational issues will be examined within the context of the University-wide plan and unit priorities, and appropriate organizational changes will be implemented.