

Provost Office Organizational Redesign

Academic Innovation
Operational Excellence



- The Why
- The What
- Why Now
- Expected Benefits
- How Will This Impact Current Employees
- Timing and How We Will Move Forward
- How Will This Impact You: Questions and Concerns

Why Are We Making Changes Focused on Academic Innovation and the Office of the Provost?



- Our strategic plan calls on us to:
 - **Aggressively grow our traditional and non-traditional enrollment** across all student populations to 30,000 by 2030
 - **Innovate and deliver excellent academic programs** to our learners aligned with what they want and need
 - Create **more integrated, less-siloed environments** to promote operational excellence, efficiencies, collaboration, and optimized allocation and use of resources
- Success will require a shared focus on academic innovation across the university and investment in the broader academic enterprise. A **new operational framework is needed for the Office of the Provost** focused on innovation that realigns and integrates functions and resources currently within Global Campus and the Provost Office to:
 - Better support **growing enrollment** to meet our imperatives
 - Meet the needs of students and lifelong **learners (in-person, online, and hybrid)**
 - Drive **academic innovation and excellence** across all academic programs **regardless of modality**
 - **Support faculty in how they innovate courses and programs and develop new programs** (credit-bearing and alternative credentials) that meet market demand
 - **Build the capacity of the Office of the Provost to address the increased work in the areas of faculty affairs and academic affairs** necessary to support the university's academic activities and strategic goals

What is Changing?

We are bringing together the expertise, resources, and services provided by Global Campus and units in the Office of the Provost in a new organizational framework reporting to the Provost

- **Global Campus will no longer exist as a separate organization** – Global Campus teams, resources, and functions will be reassigned across the Office of the Provost to integrate and amplify work in the areas of market analysis, marketing, recruitment, student services, and academic program development and instructional design
- **Faculty Affairs and Academic Affairs functions currently under the Provost’s Office of Institutional Effectiveness will also be reallocated and strengthened in the redesigned structure**

This framework is designed to:

- Lift up the expertise and best practices of the Global Campus staff to support university-wide work
- Reduce silos that prevent our faculty and staff from being as impactful as they could be
- Support more integrated, holistic services to students, faculty, and staff
- Optimize resources for the work necessary to supporting the faculty, campuses, colleges, and academic departments as we become a model Next-Gen Land-Grant university

What is Changing? (cont'd)

- **Establishes a new Office of Academic Affairs and Innovation, reporting to a Vice Provost** with responsibility for academic affairs, faculty affairs, academic innovation, and a reimagined teaching and learning center
- **Resources a Faculty Director role for Academic Affairs**, responsible for working on all matters involving academic policy at K-State
- **Resources a Faculty Director role for Faculty Affairs**, with responsibility for overseeing processing of faculty actions, promotion and tenure, hiring and leave, managing faculty award programs, and providing faculty with professional development opportunities and other resources
- **Repositions the Teaching and Learning Center** with additional resources and renewed focus to become a hub for driving innovation in faculty practices, curricular design, and program development
- **Creates an Academic Innovation Unit** reporting to an Associate Vice Provost with a focus on:
 - **Curriculum and program development** for all modalities, including instructional design (credit/noncredit learning)
 - **Digital learning**, including the K-State Online platform
 - Providing **market intelligence and analysis support** as a university-wide resource for campuses, colleges, departments, and faculty to leverage in aligning their programs with what our learners, markets, and communities need
 - Oversight of **continuing education and noncredit learning** functions, moving these functions into a more integrated institutional structure

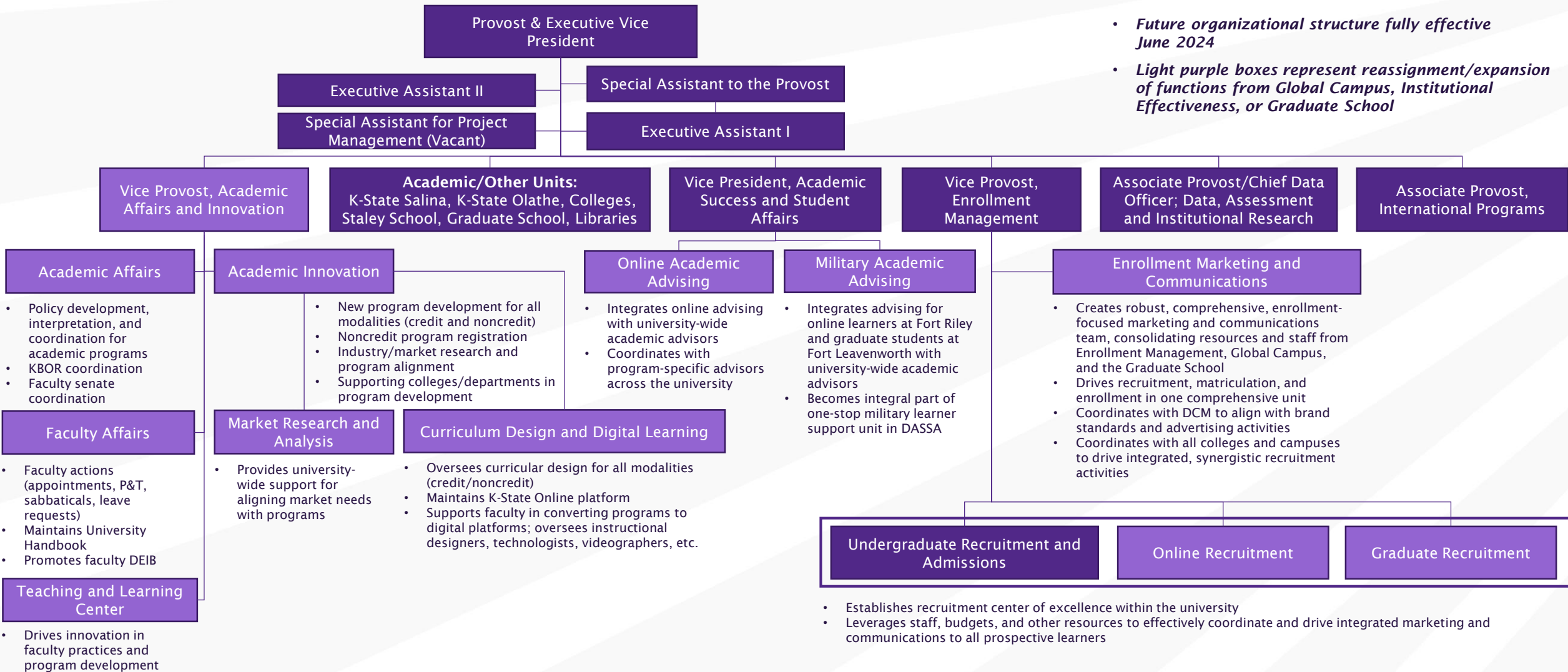
What is Changing? (cont'd)

- **Enrollment marketing and communications functions** currently in Enrollment Management, Global Campus, and the Graduate School will be consolidated in Enrollment Management and coordinated with the Division of Communications and Marketing
- **Online and graduate recruitment** will shift to Enrollment Management, to form a center of excellence for recruitment, matriculation, and enrollment – regardless of modality
- **Global Campus online advising** will shift to Academic Success and Student Affairs (DASSA) to build on recent efforts for more integrated, coordinated university advising
- **Military student advising functions** serving learners at Fort Riley, currently in Global Campus, and Fort Leavenworth, currently in the Graduate School, will move to DASSA's new Military Affiliated Resource Center, the university's new one-stop military learner support unit
- **K-State will work with UFM, Inc.** to transition credit coursework back to university operations and clarify our partnership and roles moving forward in coordination with K-State's expanded approach to community engagement
- **Business Office functions** supporting the redesigned organizational framework will be determined during the transition period

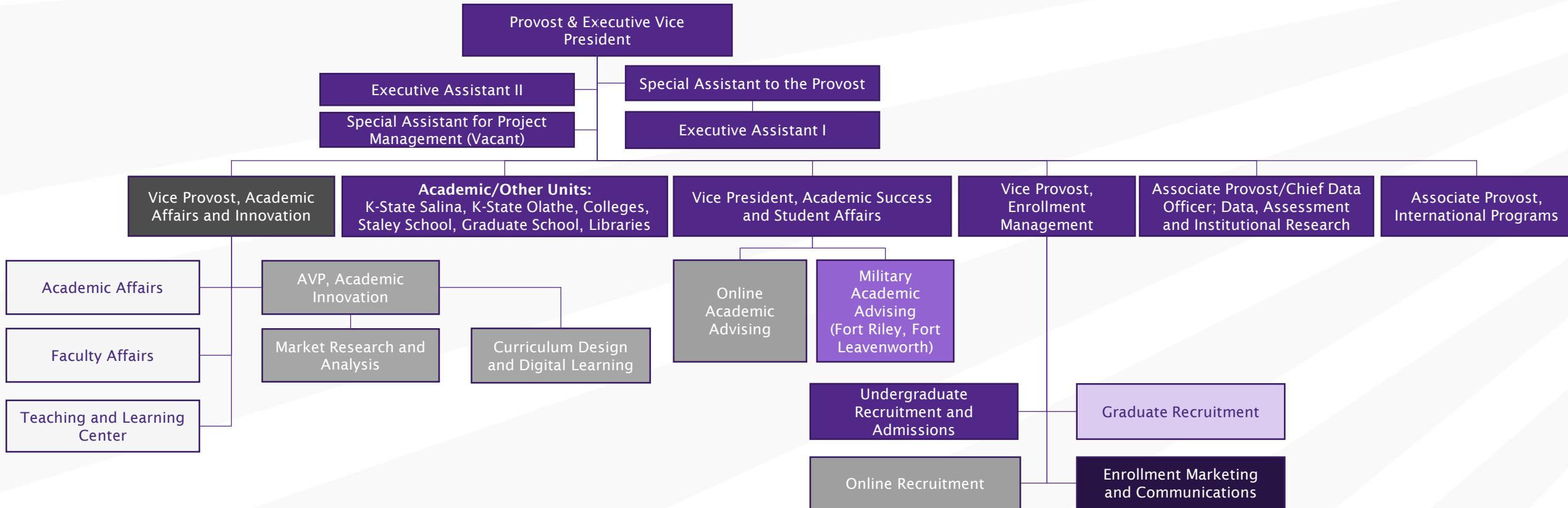
Provost's Office Academic Innovation Functional Redesign



- *Future organizational structure fully effective June 2024*
- *Light purple boxes represent reassignment/expansion of functions from Global Campus, Institutional Effectiveness, or Graduate School*



Provost's Office Academic Innovation Organizational Shifts



Legend

- New position using repurposed funding from Global Campus/Provost's Office
- Shifts from Global Campus
- Consolidates Enrollment Management, Global Campus and Graduate School functions
- Shifts from Institutional Effectiveness
- Shifts from Graduate School
- Shifts from Global Campus and Graduate School
- No changes

*The university's agreement with UFM, Inc. will be revisited as part of the transition planning by the Senior Vice President for Executive Affairs, University Engagement and Partnerships, and Chief of Staff.

**Enrollment Management will coordinate central enrollment advertising functions with DCM.

*** Business office functions will be determined during the transition period.

Why Now As We Transition to a New Provost?

- Discussions about academic innovation, functions and services of Global Campus and other units in the Provost Office have been underway since 2019, with task force recommendations submitted in 2020
- Paused during COVID 19 pandemic and standing up a new SEM structure
- The Next-Gen K-State strategic planning process amplified and underscored these needs
- We can no longer wait if we hope to meet our university's aggressive goals for enrollment growth and innovation in our curriculum and program development
- This new framework is consistent with other practices in higher education while modernizing and strengthening our support of our academic enterprise
- It makes sense – no matter who serves as Provost
- This is just the beginning – the real work is the transition planning that will take place over the next six months
- The new Provost will be able to review and refine the plans as we **move from a framework to an implemented reorganization by July 2024**

Some Benefits We Hope to Realize

- Clear recognition of the importance of our academic enterprise with reallocation of senior positions and investments to **better support faculty** in program and curricula design and development, and their own professional development
- **Infrastructure to innovate** academic programs and operations to better align with market opportunities
- **Pooled university expertise and resources** as well as **comprehensive, integrated approaches** across the university in areas such as student and learner enrollment, marketing and communications, curriculum and program development
- **Streamlined ability to serve learners** in a more integrated way
- Greater **coordination of student and learner communication** across all units and seamless integration of **best practices that facilitate learning across different modalities**
- Organizational structure to **better support processes at the college, shared governance, and KBOR levels** to expedite program design/development/delivery without sacrificing academic quality
- Operational excellence, efficiencies, and **improvement of service delivery** to our students, faculty, and staff
- **Capacity** to keep up with the work!!

How Will This Impact Employees and Their Work Arrangements?

- This plan is about building capacity, not downsizing – every current employee should have a place in the new structure
- Some employees may experience changes in their direct supervisors or teams or in their position descriptions as new teams come together
- No immediate plans to physically relocate staff – this will be determined as part of the transition plan and the ongoing evaluation of campus workspaces that will be part of our campus master planning
- Global Campus has been a remote operation for years – the University will honor all existing Global Campus staff work arrangements through December 2024
- All position descriptions of staff impacted by the restructure will be updated by May, so current employees on remote work agreements will have at least seven months notice of **any potential changes**

How Will We Move Forward?

- The transition team will plan and coordinate the restructure for full implementation by July 2024
 - Transition work will be coordinated by Lynn Carlin (Provost Office), Karen Goos (Enrollment Management), Thomas Lane (DASSA), and Karen Pedersen (Global Campus) with support from Shanna Legleiter and Marci Ritter (HR), Becca Zecha (Budget), Heather Mills (Space Planning), Ashley Bourne and Cindy Hollingsworth (Communications and Marketing)
 - The transition team will work together and with employees in their units who are impacted by the changes in the transition planning
 - The team will report to the Provost and Executive Vice President throughout the transition
- Monthly joint meetings with Global Campus, DASSA, Enrollment Management, and Provost Office leadership teams
 - Updates from transition team project work
 - Identify issues to be worked through
 - Maintain open flow of communications with and from leaders to units and their employees
- Intentional planning, collaboration across units, and open lines of communication sharing transition plans, progress, decisions and changes

Transition Timeline Overview

December 2023

- Announcement of new framework (Dec. 14) and transition team begins work

January-March 2024

- Launch national search for the Vice Provost for Academic Affairs and Innovation (by early February)
- Develop organizational, staffing, resource alignment, and communication plans for integrating Global Campus and Provost Office resources and staff across relevant units/teams
- Create hiring plans for filling key positions and staffing plans for staff reassignment
- Determine future work environment needs (virtual, hybrid, in-person) for staff in new units/teams
- Create implementation teams in the impacted units to support the transition team operationalizing the restructure
- Conduct process mapping of key functions impacted by the transition to further clarify roles and responsibilities

March-May 2024

- Define processes, procedures, and tools required for the new/restructured units
- Implement organizational, staffing, resource alignment and communication plans
- All staff informed of reassignment to new units/teams and any changes to work arrangements no later than mid-May

June-July 2024

- Restructure fully implemented

December 2024

- The university will honor current Global Campus staff work arrangements through December

How Can You Help?

- Talk within your units and with your colleagues about ways you and we can support each other as we move forward
- Understand that we don't have all the answers today and plans will be refined over the spring in consultation with a new provost
- Important to understand collectively the scope of these changes, what issues we will need to address, and what questions we will need to answer as we undertake this transition
- We begin that dialogue today – spending our remaining time talking together
- Take a moment to think about what you have just heard and how it might impact on your work at the university, whether you are a university leader, department or unit head, faculty or staff member, and/or student.

From your perspective:

- *What questions do you have that we need to be able to answer over the coming months?*
- *What are your top concerns that need to be addressed for a July implementation?*
- Encourage you to send your questions and ideas to the transition team at provostplanning@ksu.edu and track our progress on the Next-Gen K-State website

**Thank You for the
Work You Do Every
Day!**