

8. Elizabeth City State University Request for Academic Restructuring .....Suzanne Ortega

**Situation:** Elizabeth City State University continues to reorganize, restructure and adjust to the ongoing budget constraints prompted by enrollment declines. This reorganization will require significant revision to the organizational structure of the Division of Academic Affairs.

**Background:** Despite fiscal reductions that resulted in major savings during the academic 2013-2014 year, Elizabeth City State University requests additional organizational changes in order to meet further reductions required to balance the 2014-2015 budget.

**Assessment:** The substance of the change is the merger of the Division of Academic Affairs with the Division of Student Affairs, as well as the elimination of the college and school structure. These changes have been approved by the Elizabeth City State University Board of Trustees.

**Action:** This item is for a vote.

# **Elizabeth City State University**

## **Summary of New Organizational Structure**

Elizabeth City State University continues to reorganize, restructure and adjust to the ongoing budget constraints prompted by enrollment declines. Chancellor Becton recently communicated to the university community that “Because current-year budget problems will spill into the 2014–15 academic year, steps are being taken to stabilize our budget deficit, to enhance student enrollment, and to streamline, “right size,” refocus, and align programs to fit enrollment and resources.” Hence, additional reductions to the state budget are necessary to restore the university’s financial stability. The fiscal challenges realized during 2013-14 and anticipated for academic year 2014-15 will require significant revisions to the organizational structure of the Division of Academic Affairs. During 2012-13, the School of Arts and Humanities was combined with the School of Mathematics, Science and Technology to form the School of Arts and Sciences. This structural change was approved by the UNC Board of Governors on January 10, 2014. In addition, the following academic departments were merged to enhance campus efficiency: Education and Psychology combined to form Department of Education and Psychology; Art and Music combined to form the Department of Visual and Performing Arts; History & Political Science and Criminal Justice, Sociology and Social Work combined to form the Department of Social and Behavioral Sciences. These changes resulted in gross savings of approximately \$370,000.

Substantial reductions anticipated for 2014-15 will require the Division of Academic Affairs to dismantle the school structure and revisit the department chair management model. The model proved to be successful during comparable student enrollment rate periods. Duties previously performed by the deans will be reassigned to administrative professionals in the Office of the Provost and Vice Chancellor for Academic Affairs and to the chairpersons serving the academic departments. During the summer transition period, the chairpersons will receive training specific to their new roles as academic unit leaders. This reorganization will result in gross savings of approximately \$550,000.

University leadership surveyed other colleges and universities of our current size and embraced recommendations from System Education leaders (Deans) and Higher Education Consultants to provide guidance in rightsizing the institution. As a result, university leadership decided to merge the Division of Academic Affairs and the Division of Student Affairs to form the Division of Academic and Student Affairs (DASA) to enhance operational efficiency. As reflected in the attached organizational chart, DASA will be under direct supervision of the Provost. On the academic side, the Department Chairpersons will report directly to the Provost with other academic units managed by the Associate and Assistance Vice Chancellors for Academic Affairs. The student side will be managed by the Associate and Assistant Vice Chancellor. This merger will enhance efficiencies with gross savings of approximately \$450,000.

# ECSU Organizational Structure

