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**Overview**

The Office of the Executive Vice President and Provost provides policy direction leadership and oversight of all academic functions of the university. In 2003 when the title and functions as the Executive Vice President were added to the existing portfolio of the Provost, the responsibilities broadened and the current position now effectively serves as the chief operating officer of the university. This change brought with it additional responsibilities and operating units. The role now includes direct oversight of all college deans; Vice Presidents for Instruction, Research and Graduate Studies, Outreach, Human Resources and Student Affairs; Chief Information Officer; University Library and UApresent. While the span of control is broad, the alignment of functions is essential to insure the institutional objectives and program delivery is as seamless as possible.

**Organization**

Within the Office of the Executive Vice President and Provost there exist a number of institutional functions and responsibilities. Of the four administrative positions in the office, the Executive Vice President and Provost is responsible for setting the overall institutional policy direction and oversight of the line administrators. The Vice Provost is responsible for coordinating and maintaining the operational aspects of academic programs and policies. The Associate Provost for Faculty Affairs has key responsibilities for overseeing the recruiting, promotion, standards and leadership development for academic faculty. The Associate Vice President for Academic Resources Planning and Management is responsible for institutional financial and resource planning, support for strategic planning and coordination of institutional projects. Support personnel staffing is in place to provide the necessary clerical and operational functions for the office. IT support is provided through contractual arrangements with UITS rather than by employed staff.

Recent organization changes have been made to promote efficiency and to provide cost savings, and have resulted in the elimination of the title of Vice President for Enrollment Management and the elimination of one assistant vice president due to retirement. Incorporated within the departmental budget of the Executive Vice President and Provost
are the Curriculum Office with two employees, the Faculty Center with a staff of two, and the recently created half-time staff position supporting SPBAC. In addition, the office budget supports the NCAA faculty representative, supplemental compensation payments and staff for faculty leadership, costs for CAFT hearings, and pays institutional dues on behalf of the university.

**Transformation Changes**

Transformations occurring in the Office of the Executive Vice President and Provost will incorporate a shift from past practices of incrementalism and broad decentralization of management to a more outcome driven management model. Led by the Provost, the current transformation processes now being undertaken by the university is driven by the need to focus more strategically on outcomes, effectiveness, and efficiency. An initiative to improve the budgeting system of the university to more directly align resources with outcomes has been initiated with the first exploratory steps having been taken by the Tuition Funds Flow Task Force. We have already provided permanent funding to colleges for almost half of the temporary teaching allocation thereby reducing financial uncertainty in the early appointment of teaching assistants and placing financial decisions for general education more directly with college deans. Changes which are expected to result from the 10 year accreditation review which is now underway and guided by the Office of the Executive Vice President and Provost is expected to bear substantial long term benefits on university programs. Taken together, these initiatives and others of a smaller scale will allow the members of the Office of the Executive Vice President Provost to concentrate on improving desired outcomes across the university without substantially growing as the University increases in size.

**Savings Opportunities**

The Office of the Executive Vice President and Provost will continue to seek ways to responsibly reduce administrative costs of the university. In challenging budget times, administrative units have borne their share of reductions but also recognize that market based executive salaries, fixed, and institutional support costs make each additional reduction more difficult. Future savings are expected to result in staff and graduate assistant cuts, as well as reductions in consultant expenses, annual support to the Provosts Author Fund, support of non-credit bearing student activities, costs of awards and ceremonies, support of faculty committees and governance, reductions in operating expenses, institutional membership costs, travel expense and reductions in office equipment purchases.

Taken together, the effect of reductions will be visible but in the end will serve to narrow our focus on those campus performance elements and metrics that are essential to long term success in changing times.