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Administrative, Organizational, and Financial Review of Arts & Sciences – Project Summary



COLUMBIA UNIVERSITY
IN THE CITY OF NEW YORK

Presentation document (shortened version of full project summary)
July 27, 2011

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Options and recommendations in this review were informed by 50+ interviews and 3 workshops with stakeholders across Columbia A&S

	Interviews	Workshops
PPC members and school deans	<ul style="list-style-type: none"> Nicholas Dirks, Dean of A&S Michelle Moody-Adams, Dean of College Carlos Alonso, Dean of GSAS Peter Awn, Dean of General Studies Carol Becker, Dean of School of Arts Kristine Billmyer, Dean of SCE Teodolinda Barolini, Dept. Chair of Italian Peter Bearman, Dept. Chair of Sociology 	<ul style="list-style-type: none"> Ruth DeFries, Dept. Chair of E3B Jean Howard, Dept. Chair of English Robert Jervis, Dept. Chair of Political Science Ann McDermott, Dept. Chair of Chemistry Wayne Proudfoot, Dept. Chair of Religion Michael Riordan, Dept. Chair of Economics William Allen Zajc, Dept. Chair of Physics
Departments, Centers and Institutes	<ul style="list-style-type: none"> Amber Miller, Dean of Sciences Patrick McMorrow, ADA Anthropology Kay Achar, ADA Political Science Wai-Chi Ho, Exec. Dir., Weatherhead Center Bill Dellinger, ADA Germanic Languages Shanny Peer, Director Maison Francaise Joshua Sakolsky, Bus. Mgr. for Art Hist. & Arch 	<ul style="list-style-type: none"> Catherine LaSota, Asst. Dir., Inst. for Comp Lit & Soc Angela Reid, ADA Economics Anne Gefell, ADA Music Deb Carter, ADA Chemistry Emilia Warlinsky, Chemistry Pamela Rodman, English
IT	<ul style="list-style-type: none"> Barak Zahavy, Exec. Dir. CCIT Mohammad Islam, IT Manager, SCE Jai Katsuri, A&S FDS Manager 	<ul style="list-style-type: none"> IT workshop with 12 participants representing IT across schools, departments, and central A&S
HR	<ul style="list-style-type: none"> Joan Hornkow, AVP for HR Robin Hayes, Assistant Dir. HR, SCE Lisa Seales, CC Dir of HR Pam Tan, EVP Office Dir. HR Admin 	<ul style="list-style-type: none"> HR workshop with 10 participants representing HR across schools, departments, and central A&S
Finance	<ul style="list-style-type: none"> Susan Chang, CC Dean of Admin & Planning Josh Burger, Dean of Admin & Planning, SCE Andy Hrycyk, Dean of Admin & Planning, GS Ellen Binder, AVP for Budget & Finance Audrey Rosenblatt, A&S Assoc. Dir. Budget Andrea Burell, CC Dir. of Finance and Planning 	<ul style="list-style-type: none"> Finance workshop with 12 participants representing Finance across schools, departments, and central A&S
Student Affairs	<ul style="list-style-type: none"> Kevin Schollenberger, CC Dean of Student Affairs Kavita Sharma, Dean of Career Education 	
Academic Affairs	<ul style="list-style-type: none"> Joseph Werst, AA Manager Hazal May, CC Sr. Assc. Dean of AA Margaret Edsall, AVP for Academic Planning Andrea Solomon, AVP for AA Kathryn Yatrakis, Dean of Acad. Affairs, EVP office 	
Alumni Affairs & Development	<ul style="list-style-type: none"> Kathy Okun, Sr. DVP, OAD Meredith Kirby, CC Dir. Admin – Alumni & Dev Donna MacPhee, Central Alumni Relations 	

5 additional interviews conducted with former A&S leadership (Ira Katznelson, Mark Mazower, Austin Quigley, Don Hood, Martin Meisel)

Overview of Columbia A&S review

Focus of first section and main focus for today's discussion

	Main work streams	Key proposed actions
Improving top level coordination and decision making	<p>1 A&S organization structure and decision making</p>	<ul style="list-style-type: none"> Redesign high-level A&S organization structure and key decision rights to improve decision making effectiveness and top-level coordination
Enhancing administrative support services	<p>2 Administrative effectiveness and efficiency</p>	<ul style="list-style-type: none"> Improve coordination and service delivery for departments, institutes and schools through specialization and pooling of transactional activities Inform potential A&S experiment through peer comparison
Generating additional funding for higher priority needs	<p>3 Continuing Education enrollment</p>	<ul style="list-style-type: none"> Identify incremental opportunities to increase offerings primarily through expansion of hybrid online programs Consider selected investments in instructional and infrastructural capacities
	<p>4 Free standing master's program enrollment</p>	<ul style="list-style-type: none"> Focus enrollment increases on six high-demand programs with marginal additions in smaller programs to address additional demand and optimize program offerings, which will fund additional investments in required faculty and administration Introduce two new programs (Economics and Interdisciplinary Individual Study) to match offerings with peer universities
	<p>5 Financial aid</p>	<ul style="list-style-type: none"> Adjust family contribution at higher income levels to preserve aid levels for students from lower income families, and/or consider reintroducing loans
	<p>6 Current use gifts</p>	<ul style="list-style-type: none"> Improve faculty coordination and communication with alumni relations and development office to drive alumni relationship building and overall fundraising

Key opportunities and questions regarding Columbia A&S organization structure and decision making

Opportunities surfaced in interviews and workshops

Resulting issues

Key questions to be addressed

- **Improve leadership coordination and decision making effectiveness** across A&S regarding strategic / trade-off decisions and important policies (e.g., financial aid, admissions)

- Frequent lack of coordination and alignment among EVP and school Deans (e.g., on overall budgeting issues, financial aid policies, and strategic priorities), resulting in diminished trust and sub-optimal decision making effectiveness

- **Develop better coordination of IT** (e.g., technical standards, interaction with CU IT), **Finance, and HR matters across A&S**

- Inconsistent service levels and lack of coordination on IT in parts of the organization (e.g., web support, email backup and storage)
- Sub-optimal processes and duplication of effort on Finance and HR (e.g., budgeting, academic and casual hiring)

- **Reduce EVP's number of direct reports** (currently 50+ direct reports) and current level of involvement in transactional decision making

- Difficulty to make timely decisions and manage competing priorities (e.g., prioritization often based on "who shouts loudest")

- **Combine currently fragmented representation of departments, centers, and institutes vis-à-vis central A&S** (e.g., 29 departments report individually to EVP)

- Difficulty to define strategic, financial, and academic priorities across departments (e.g., capital investments, cross-departmental financial and space resources, cross-departmental academic planning)

- 1 How can decision making coordination and effectiveness (and related trust issues) be improved among top level A&S leadership?

- 2 How can coordination on IT, Finance, and HR matters be improved across A&S, and vis-à-vis the Central University?

- 3 How should the EVP's number of direct reports be reduced to a more manageable level?

- 4 How can departmental representation vis-à-vis central A&S be improved?

Solution approach to be determined

Solution approach partially under way (e.g., establishing Divisional Deans)

1 Three workshops conducted with cross-section of A&S Finance, HR, and IT practitioners on March 28, March 31, and April 1st, 2011

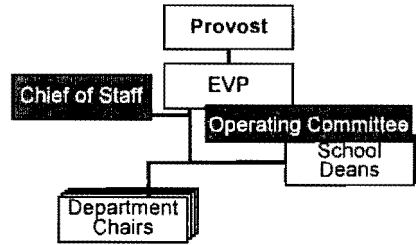
SOURCE: Interviews; workshops; team analysis

For Columbia A&S different structure types require distinctly different enablers – overview

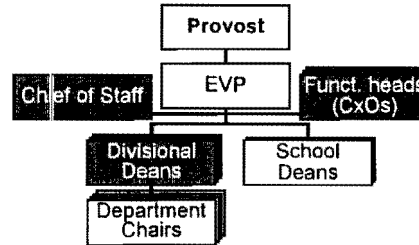
■ Key enablers for each structure type

Potential Columbia A&S organization structure (conceptual)

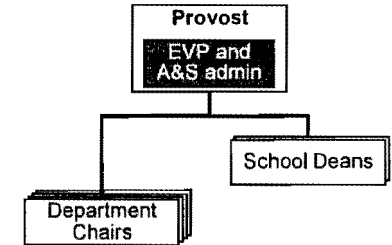
Type 1: Columbia A&S today with additional enablers



Type 2: Strong centralization within A&S



Type 3: Strong centralization within Central University



Description of required changes

- Establish A&S Operating Committee consisting of small group of leaders (e.g., EVP, School Deans), responsible for decision making on cross-cutting A&S issues (e.g., financial aid and admissions policies)
- Establish a Chief of Staff to the EVP

- Establish A&S-wide function leaders (e.g., CIO, CFO, Enrollment Manager) and related reporting structures and decision rights, as well as a Chief of Staff to the EVP
- Establish divisional deans

- Move A&S leadership structure into Central University
- Establish Provost or dedicated A&S leader (i.e., EVP type role) as key decision maker for A&S departments and schools
- Integrate current central A&S administration into Central University

Advantages

- Develops joint ownership and responsibility at A&S level for key decisions
- Ensure ongoing leadership alignment
- Limits disruption / required change to current organization, and has minimal / no set up costs

- Enables strong coordination of support functions and related decision making across A&S (i.e., functional leaders in schools reporting to "CxO" in central A&S)
- Enables coordination of priorities across departments

- Establishes direct Central University oversight and alignment on A&S matters
- Achieves economies of scale and scope by integrating A&S admin into Central University

Disadvantages

- Requires agreement on participants (e.g., School vs. Divisional Deans), and on role of committee vs. PPC
- Requires participants' willingness to meaningfully cooperate
- Requires clear escalation process in case of strong disagreement

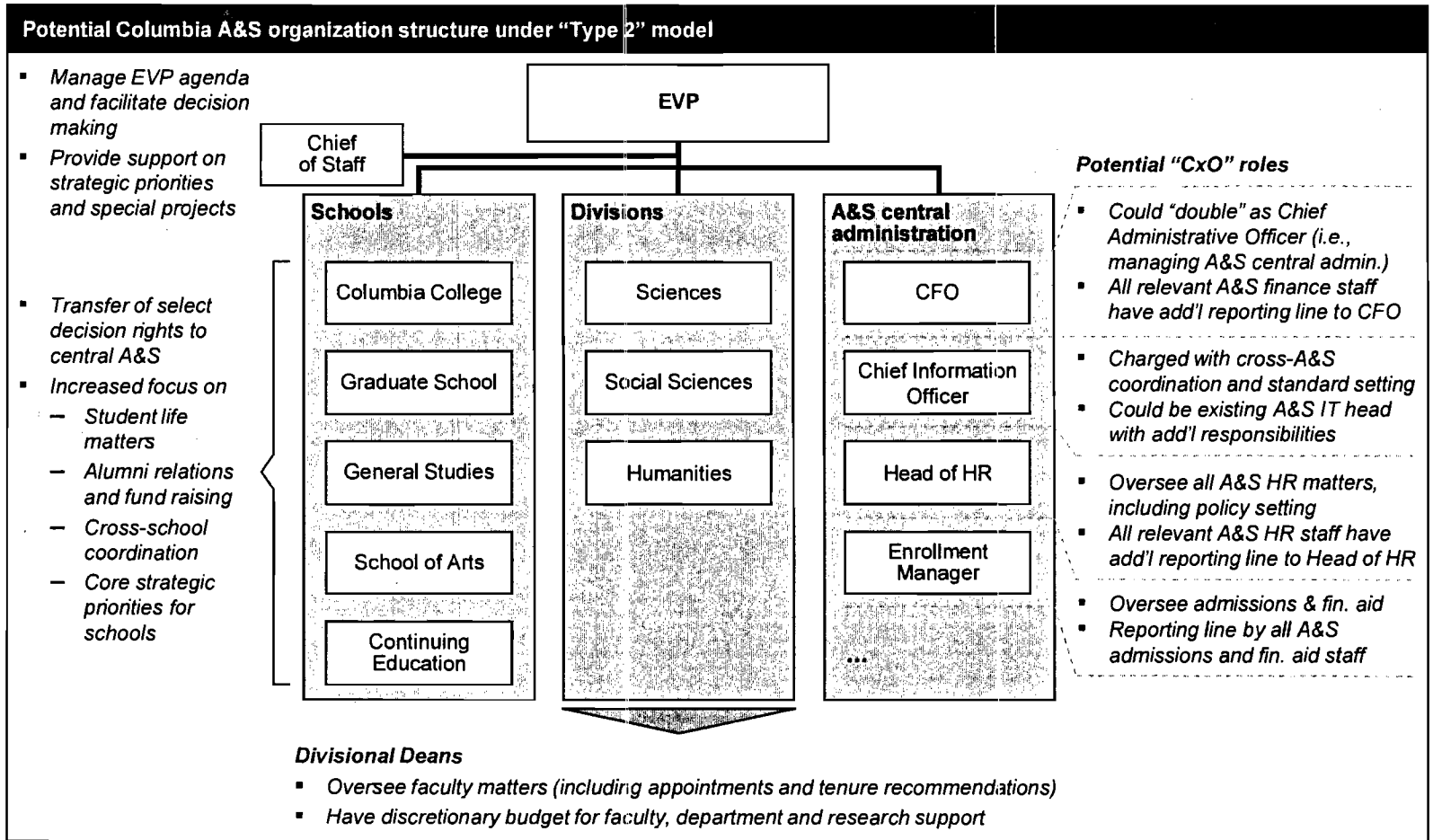
- Requires cooperation from schools (i.e., likely requires Central University mandate)
- Requires alumni support
- Requires re-structuring of org. design, roles, and key processes & decisions

- Requires fundamental re-structuring of Columbia University as a whole
- Requires clear Central University and Trustee mandate
- Requires strong communication links between depts./schools and Central University
- Requires alumni support

Note: Operating Committee concept has been attempted at Columbia A&S in the past (i.e., Planning and Budget Committee), with dysfunctional outcome due to limited ability / willingness of participants to compromise on key issues

“Type 2” model – a revised A&S organization structure would distribute responsibilities between schools, divisions and administrative leads

Text in italics = Key changes to status-quo



Specific design principles will inform the allocation of decision rights

PRELIMINARY – FOR DISCUSSION

- A** **EVP has approval rights over matters relating to overall A&S strategy, finance and budgetary matters, i.e.,**
 - Define overall A&S strategic and financial plan (including e.g., extent of and funding sources for key investments, types and levels of student support services)
 - Define A&S annual budget (including e.g., revenue allocation to A&S divisions and schools, rate of growth for salary pools, non-salary budgets)
 - Define fundraising strategy for A&S as a whole

- B** **Divisional Deans – where present (i.e., “Type 2” organization model) – have approval rights on matters relating to their respective faculty, staff and academic matters within specified budgetary authority, except for tenure decisions, i.e.,**
 - Appoint department chairs and approve junior faculty hiring
 - Approve interdisciplinary degrees and programs
 - Define retention policies (e.g., which institutions to match under what circumstances)

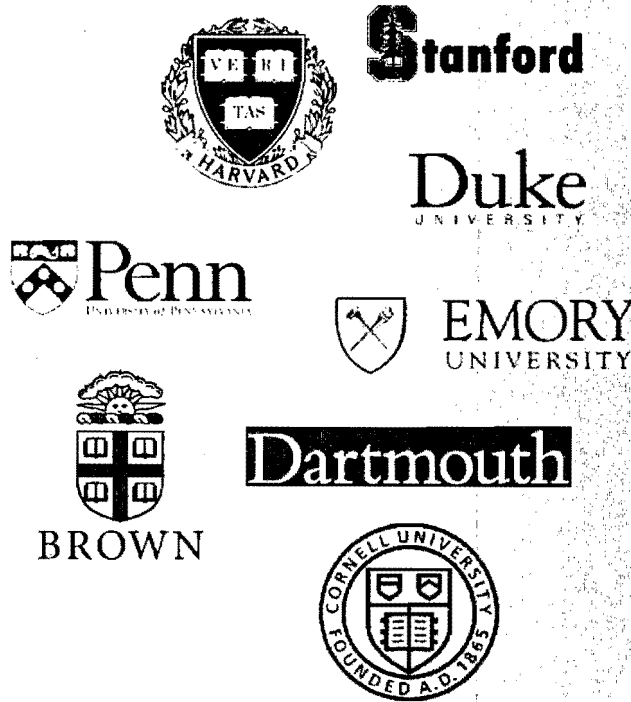
- C** **School Deans have approval rights over matters that require local attention and understanding including all matters relating to student life, e.g.,**
 - Establish policies concerning the “care and feeding” of students (e.g. advisor to student ratios, career services, social programs, residential life)
 - Take decisions around study abroad and visiting student and scholar programs
 - Establish policies on funding, support and oversight of student activities (e.g., intra-mural sports, athletics, student organizations and publications)

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Enhancing administrative support services	<ol style="list-style-type: none"> Administrative effectiveness and efficiency 	<ul style="list-style-type: none"> Improve coordination and service delivery for departments, institutes and schools through specialization and pooling of transactional activities Inform potential A&S experiment through peer comparison
Generating additional funding for higher priority needs	<ol style="list-style-type: none"> Continuing Education enrollment 	<ul style="list-style-type: none"> Identify incremental opportunities to increase offerings primarily through expansion of hybrid online programs Consider selected investments in instructional and infrastructural capacities
	<ol style="list-style-type: none"> Free standing master's program enrollment 	<ul style="list-style-type: none"> Focus enrollment increases on six high-demand programs with marginal additions in smaller programs to address additional demand and optimize program offerings, which will fund additional investments in required faculty and administration Introduce two new programs (Economics and Interdisciplinary Individual Study) to match offerings with peer universities
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	<ol style="list-style-type: none"> Current use gifts 	<ul style="list-style-type: none"> Improve faculty coordination and communication with alumni relations and development office to drive alumni relationship building and overall fundraising

Ivy+ peers have faced similar challenges to Columbia's

University

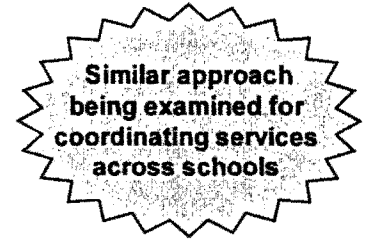


Cross-cutting challenges

- **Fragmented administrative services**
- **Duplication of effort and suboptimal coordination between administrators**
- **Suboptimal knowledge sharing and adoption of best practices**
- **Requirement of departmental staff to master many tasks while retaining sufficient time to support faculty, students, and academic priorities**
- **Organic growth resulting in inconsistent levels of administrative support provided to faculty and students**
- **Cost pressures due to decline in endowment payout**

Administrative staffing levels at Columbia A&S departments seem at or below average when compared to select peers

For Columbia A&S, an enhancement of administrative services could address the needs of multiple A&S stakeholders




Faculty
<ul style="list-style-type: none">▪ Enables better and more professional administrative service provision (e.g., faster turnaround times on processes like reimbursement and faculty hiring)▪ Reduces involvement in management of transactional administrative activities, and thus frees up time for other priorities (e.g., less time spent on oversight of routine items such as procurement)

Departmental staff
<ul style="list-style-type: none">▪ Enables greater focus on key priorities, especially for ADAs (i.e., faculty/student support)▪ Enhances skills transfer, capability building, and professional development opportunities (e.g., through opportunities to specialize and to learn from peers)▪ Minimizes time spent on infrequent, non-core activities (e.g., visa processing), and maximizes proficiency on frequent, core activities (e.g., student advising)


Central Arts & Sciences
<ul style="list-style-type: none">▪ Enables responsible stewardship of limited resources▪ Facilitates monitoring and coordination of service consistency and performance standards (e.g., standards for processing HR requests)▪ Improves transparency and reporting, thereby reducing risks (e.g., compliance risks)▪ Builds credibility and coordinates relationship vis-à-vis Central University (e.g., by demonstrating proactive A&S actions with respect to budget)

Based on peer review and local needs, clear opportunities exist to drive service enhancements within Columbia Arts & Sciences

Activities suitable for sharing and specialization	Activities that should remain within departments
<p>Transactional activities across HR, Finance and IT</p> <ul style="list-style-type: none">▪ HR<ul style="list-style-type: none">— Faculty, staff and casual hiring paperwork— Visa processing / work permits— New hire (instructional and administrative) on-boarding— Training and knowledge building▪ Finance<ul style="list-style-type: none">— Payroll processing (e.g., time sheet entry)— Procurement and vendor management— Accounts payable and reimbursements (including petty cash)— Financial reporting (e.g., budget reporting, database analysis for units)▪ IT<ul style="list-style-type: none">— Web design and maintenance— Email, storage and backup processes— Help-desk support and ticketing systems— Process automation	<p>Advice functions typically part of an ADA's core responsibilities</p> <ul style="list-style-type: none">▪ Handling of sensitive information (e.g., faculty salaries / disciplinary processes)▪ Instructional searches and hiring▪ Faculty and student advising▪ Admissions▪ Fellowship support▪ Curricular support and course staffing▪ Design and organization of social functions



Above activities could benefit from pooling / sharing



Activities directly related to core mission of departments should remain dedicated

Any administrative pooling / sharing experiment will depend on key prerequisites for success

Prerequisites for success of pooling / sharing of administrative services across A&S departments

Proposed approach

<ul style="list-style-type: none"> ▪ Piloting (“experimenting”) to validate and “de-bug” any pooling / sharing and specialization model 	<ul style="list-style-type: none"> ▪ Adopt sequenced implementation approach
<ul style="list-style-type: none"> ▪ Clear, granular definition of activities in scope for pooling / sharing 	<ul style="list-style-type: none"> ▪ Review and update initial draft list of activities with sample of “front line” staff (i.e., ADAs, business managers etc.) ▪ Frequently revisit defined scope of activities
<ul style="list-style-type: none"> ▪ Given history of suboptimal service centralization, development of strong performance management framework and processes (including e.g., individual performance reviews and collective service level agreements) to hold central A&S and pooled / shared administrative staff accountable 	<ul style="list-style-type: none"> ▪ Set up performance management review as distinct work stream within overall implementation effort ▪ Review existing performance management frameworks and processes, and define and develop improvements ▪ Develop and implement service level agreements for pooled / shared administrative services
<ul style="list-style-type: none"> ▪ Proactive, constructive guidance and feedback from A&S faculty to tailor overall experiment to specific Columbia A&S needs on an ongoing basis 	<ul style="list-style-type: none"> ▪ Involve faculty in initial assessment of experiment ▪ Solicit frequent faculty input throughout implementation journey (e.g., via PPC meetings or direct meetings)

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	6 Current use gifts	<ul style="list-style-type: none"> Improve faculty coordination and communication with alumni relations and development office to drive alumni relationship building and overall fundraising
Generating additional funding for higher priority needs		<ul style="list-style-type: none"> Goal is to generate resources for higher priority needs, not to "close" a budget imbalance Proposed actions are suggested in addition to ongoing, existing efforts on each work stream