

Renu Khator, Ph.D.  
Chancellor, University of Houston System &  
President, University of Houston  
4800 Calhoun Road  
Houston, TX. 77004

Dear Dr. Khator:

The Pappas Consulting Group Inc. is pleased to present you its report, *Transforming the Office of the Senior Vice Chancellor for Academic Affairs/Senior Vice President for Academic Affairs and Provost*.

The objective of this review was to create a functionally aligned organization structure to support the University of Houston's Tier One classification and to ensure student success at both the undergraduate and the graduate level.

To make sure that we had an accurate understanding of the existing organizational structure, roles and responsibilities of each position reporting to the Provost, we conducted a series of one-on-one interviews with each of the direct reports at the end of the fall semester. In preparation for each of the meetings, we requested tables of organization and position descriptions.

After the first of the year, we subsequently asked each of the direct reports to the Provost to crosswalk the tables of organization they had originally given us with payroll information and other documentation we received to ensure an accurate baseline. We next met with each of the direct reports to review and amend their respective table of organization/s as necessary. The Pappas Group then generated consistently formatted tables of organization and indicated on the bottom of each the incumbent responsible for their completion as well as the date completed. The Office of the Provost now houses these tables of organization and they have served as the baseline for this review.



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Throughout this endeavor, we reached out to the Deans, the Executive Committee of the Faculty Senate, and the Vice Presidents to ascertain their perceptions of what functions should constitute the Provost's Office given the University of Houston's rapid trajectory to Tier One Status and your leadership team's commitment to student success. We talked with Department Chairs and College Business Administrators in focus groups to gain insights into the information and administrative process flow between the Office of the Provost, the academic departments and the Deans' offices.

Most recently, we shared the initial conceptual model with the Council of Vice Presidents, the Executive Committee of the Faculty Senate, and the Deans for their reaction and input. Their overall reaction was positive. Many articulated that the functions proposed speak to the very essence of sustaining a Tier One Institution and more aggressively fulfilling the student success mission of the University. Many of the comments and nuances generated in those candid sessions have been incorporated into our report.

The attached report is but the first step in a transformational process for the University of Houston. The report provides a proposed functional table of organization and highlights the major functions to be performed. Recommended action steps are delineated immediately following each of the proposed portfolios that comprise the Provost's Office.

It has been a distinct honor and privilege to work with you and your University of Houston colleagues on this strategic endeavor.

Sincerely yours,



Alceste T. Pappas,

Ph.D.  
President/CEO  
Pappas Consulting Group Inc.

cc: Paula Short, Ph.D., Interim Senior Vice Chancellor for Academic Affairs, University of Houston System/Interim Senior Vice President for Academic Affairs and Provost, University of Houston

**Transforming the Office of the Senior Vice Chancellor for Academic Affairs/Senior Vice President for Academic Affairs and Provost**

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**Report**

**STUDY OBJECTIVES**

The objective of this review was to create a functionally aligned organization structure of the Office of the Senior Vice Chancellor for Academic Affairs/Senior Vice President for Academic Affairs and Provost (Provost) to support the University of Houston's Tier One classification and ensure student success at both the undergraduate and the graduate level.

The organizational redesign is crafted to:

- ensure the implementation and monitoring of Strategic Initiatives in support of the academic mission of the University of Houston and the University of Houston System
- make sure decision support systems and services are in place to guide University and System-wide planning and management decisions
- meet the recruitment, orientation, retention and developmental needs of all faculty
- implement targeted undergraduate programs and activities to enable undergraduate students to be successful in their educational pursuits
- establish a bona fide Graduate School that coordinates graduate admissions on behalf of the University and ensures the provision of adequate resources for student financial support
- design, implement and monitor a University-wide strategic enrollment management plan in collaboration with the Deans and the Department Chairs focused on undergraduates
- enable the University to develop a strategic action plan for global activities for faculty, students, and staff
- infuse a culture of educational innovation and plan, evaluate and implement technologies to advance learning and teaching

- develop and implement streamlined administrative and financial processes, practices and procedures to support the work of Deans, Department Chairs and College Business Administrators.

The penultimate objective is to create an organizational culture within the Office of the Provost that: is strategic in its thinking; is service-oriented in its day-to-day interface with students, academic administrators, and faculty; works in a transparent and nimble manner; is timely and clear in its responses requiring decision making and; holds Deans and the staff accountable.

## **PROPOSED ORGANIZATIONAL TRANSFORMATION**

### *Setting the Context for the Redesign*

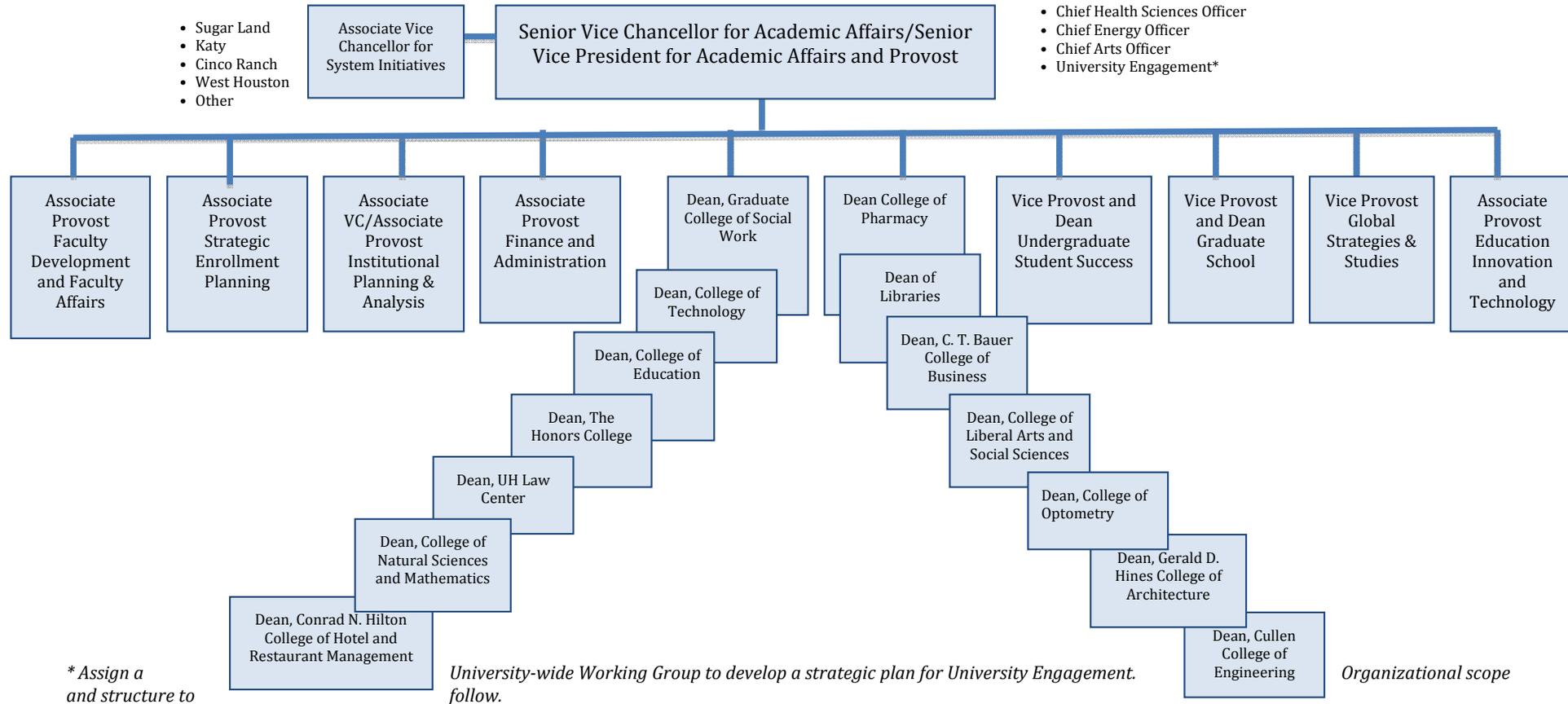
The proposed functional reorganization is radically different than what currently exists and will require a fundamentally different mode of operation at all levels internal to the Office of the Provost and, most especially, with the Deans, their faculty chairs and their respective College Business Administrators. The classification of the University of Houston as Tier One necessitates this transformation as does the abiding commitment to student success at both the undergraduate and graduate level.

The reorganization calls for the creation of new positions, the elimination of currently existing positions and the realignment of functions to different reporting structures. The changes are both horizontal and vertical. Some will be easier to implement than others. Some may be done immediately upon authorization to proceed, others will need to be undertaken sequentially and iteratively. Some will need to be developed from the proverbial ground up.

The redesign is geared to differentiate System from University of Houston roles as necessary. Three positions have System responsibility: the Senior Vice Chancellor for Academic Affairs/Senior Vice President for Academic Affairs and Provost; Associate Vice Chancellor for System Initiatives and; the Associate Vice Chancellor/Associate Provost Institutional Planning and Analysis. Ten additional direct reports have responsibility for University of Houston matters. At the core of the functional organizational are fourteen Deans dedicated to the mission and vision of the University of Houston.

The proposed functional table of organization on the following page is not intended to imply a hierarchical or siloed model. We could have drawn a series of Venn diagrams demonstrating the points of intersection with the various functions that comprise the Provost's Office. Although such an approach might have been reinforcing of a collaborative and non-siloed operating environment, it would have done little at this juncture of the roll out to clarify and make transparent the roles, reporting relationships and functions that are proposed for the Office.

**PROPOSED FUNCTIONAL TABLE OF ORGANIZATION  
SENIOR VICE CHANCELLOR FOR ACADEMIC AFFAIRS/SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS AND PROVOST**



The primary functional responsibility of the Senior Vice Chancellor for Academic Affairs/Senior Vice President for Academic Affairs and Provost follows next as does each of the proposed positions reporting to the Provost. An initial set of required action steps is outlined along with the primary points of collaboration with Academic Affairs colleagues.

Upon final amendment/approval of the proposed organizational transformation, a detailed implementation plan will be made available to the Interim Provost for her action.

### **SENIOR VICE CHANCELLOR FOR ACADEMIC AFFAIRS/SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS AND PROVOST**

The position is currently being recruited and has both System and University of Houston responsibility. In the proposed organizational restructuring, the position reports directly to the Chancellor/President, works in partnership at both the strategic and the operating level with the Executive Vice Chancellor/Vice President Administration and Finance, and works collaboratively with the Presidents and the Chief Academic Officers of the Victoria, Downtown and Clear Lake campuses. Attachment A to this report outlines the primary functions of the Senior Vice Chancellor for Academic Affairs/Senior Vice President for Academic Affairs and Provost.

#### ***Associate Vice Chancellor System Initiatives***

##### **Functions:**

- Develop collaborative strategic planning process and System plan with/for Victoria, Downtown, Clear Lake and Houston
- Work with community leaders to ensure development/refinement of educational offerings at such locations as Sugar Land, Katy, Cinco Ranch, West Houston

##### **Initial Action Steps:**

- Refrain from posting the position for a year
- Assign current position, Associate Vice Chancellor UH System Sugar Land and Cinco Ranch to develop and execute educational collaborations with Katy and West Houston

##### **Primary Collaborations:**

- UH Presidents
- Associate Vice Chancellor/Associate Provost Institutional Planning and Analysis
- UH Deans
- Associate Provost Education Innovation and Technology
- Associate Provost Strategic Enrollment Planning

### ***Chief Health Sciences Officer***

#### **Functions:**

- Develop Strategic Plan for UH Health Science Center
- Analyze workforce needs
- Launch new degree programs at undergraduate and graduate level
- Generate revenue for capital construction to house health sciences initiative

#### **Initial Action Steps:**

- Complete the search currently underway

#### **Primary Collaborations:**

- Deans
- Vice Provost and Dean Graduate School
- Division of Research

### ***Chief Energy Officer***

#### **Functions:**

- Develop Strategic Plan
- Analyze workforce needs
- Build global partnerships
- Build partnerships with private companies in Energy Research Park
- Increase private sector giving
- Staff Energy Advisory Board

#### **Initial Action Steps:**

- Assign the position, Special Assistant to the Provost for Energy to report to the Chief Energy Officer

#### **Primary Collaborations:**

- Deans
- Vice Provost and Dean Graduate School
- Division of Research

### ***Chief Arts Officer***

#### **Functions:**

- Develop Strategic Plan
- Build partnerships with Houston based performing, digital and visual arts organizations
- Develop select global partnerships
- Engage in private sector giving

**Initial Action Steps:**

- Inventory current arts related initiatives
- Develop position description
- Conduct national search

**Primary Collaborations:**

- CLASS Dean
- Vice Provost and Dean Graduate School

***Associate Provost Faculty Development and Faculty Affairs***

**Functions:**

- Coordinate faculty recruitment, orientation and retention efforts
- Ensure integrity and equity in the conduct of such efforts
- Coordinate Dean searches
- Develop and implement academic personnel policy
- Manage academic personnel administration (including hiring) and faculty data management (including files)
- Serve as liaison to faculty Ombudsperson
- Serve as liaison to Faculty Senate
- Develop academic salary scales and terms and conditions of employment
- Ensure compliance with laws pertaining to equal opportunity and affirmative action
- Ensure promotion and tenure processes are held to the highest standards in collaboration with the Deans
- Develop and implement post tenure review policy
- Develop policies regarding the use of adjunct faculty
- Ensure the development of recognition programs related to professorships and faculty recognition
- Monitor developmental leave policy
- Ensure faculty grievance processes are established and respected

**Initial Action Steps:**

- Craft position description
- Post position and recruit nationally
- Empower current interim leader to begin addressing academic personnel policy development
- Undertake academic administrative process redesign

**Primary Collaborations:**

- Deans
- Department Chairs

- College Business Administrators

### ***Associate Provost Strategic Enrollment Planning***

#### **Functions:**

- Work with the Deans and Department Chairs to develop a multi-year University-wide undergraduate strategic enrollment management plan consistent with the University's strategic action plan
- Establish enrollment and retention goals in conjunction with the President and the Deans
- Oversee the implementation and monitoring of the undergraduate strategic enrollment management plan to reach targeted local, national and international audiences
- Lead efforts to develop strategic application, admission, and enrollment policies
- Work with the Office of Institutional Planning and Analysis to develop enrollment models and statistical reports that indicate predictors of undergraduate student success
- Generate analyses that drive recruitment strategy, financial aid leveraging, admissions scenarios and retention strategies
- Provide enrollment forecasting based on academic and behavioral trends locally, nationally, and internationally
- Conduct market research to determine demand for educational programs
- Undertake competitor analyses
- Generate reports that inform trends and best practices in strategic enrollment management
- Establish and monitor articulation agreements with community colleges

#### **Initial Action Steps:**

- Craft position description
- Post position and recruit nationally
- Realign portfolio of Associate Vice President/Chancellor for Student Access and Success to report to the Vice Chancellor/Vice President Student Affairs
- Delineate Enrollment Management Planning functions (which are virtually nonexistent at present) from Enrollment Services functions (e.g., admissions financial aid, registrar, etc.)
- Amend the current title of the position Vice Chancellor/Vice President Student Affairs to Vice Chancellor/Vice President Student Affairs and Enrollment Services
- Amend the title of the Associate Vice President/Chancellor for Student Access and Success to Associate Vice President for Enrollment Services

#### **Primary Collaborations:**

- Associate Vice Chancellor/Associate Provost Institutional Planning and Analysis
- Deans

- Vice Provost and Dean Undergraduate Student Success
- Vice Provost and Dean Graduate School

***Associate VC/Associate Provost Institutional Planning & Analysis***

**Functions:**

- Provide decision support to enable teaching, research and service mission
- Conduct annual and strategic planning
- Undertake project planning
- Conduct institutional research
- Undertake performance evaluation
- Ensure policy analysis
- Manage institutional accreditation
- Manage academic space planning in coordination with the facilities and research units of the University
- Collaborate with the Executive Director for Governmental Relations on legislative matters of interest to the Chancellor/Provost
- Generate Board of Regents agenda items at the behest of the Provost

**Initial Action Steps:**

- Expand the current portfolio of the Assistant Vice Chancellor/Vice President Planning and Policy to include the functions of Institutional Research, Institutional Accreditation, academic space planning (new) and various assessment activities currently housed in the Office of the Assistant Vice President Academic Affairs and the Office of the Associate Vice President for Undergraduate Studies
- Create table of organization for the new portfolio
- Generate position descriptions and ensure positions are classified and compensated according to University Human Resources policy

**Primary Collaborations:**

- Deans
- Associate Provost Strategic Enrollment Planning
- Associate Provost Finance and Administration
- Vice Provost and Dean Undergraduate Student Success
- Vice Provost and Dean Graduate School
- Vice Provost Global Strategies and Studies
- Associate Provost Education Innovation and Technology

***Associate Provost Finance and Administration***

**Functions:**

- Provide budget management for the Office of the Provost and all academic units reporting through to the Provost

- Serve as liaison to University facilities department with regard to renovation and maintenance
- Serve as liaison to University Human Resources
- Develop and implement business processes, practices and procedures relevant to the Office of the Provost and in conformance with University/System policy

**Initial Action Steps:**

- Change the title of the current position, Associate Vice President Academic Affairs Finance and Administration to that of Associate Provost Finance and Administration
- Eliminate the dotted reporting line to the Vice Chancellor/Vice President Administration and Finance
- Change the reporting lines of the College Business Administrators to report solely to the Deans; eliminate dotted reporting lines to the Associate Provost Finance and Administration
- Undertake administrative and financial process redesign with facilitated workgroups comprised of College Business Administrators, Departmental Administrators, Department Chairs and members of the staff of the Vice Chancellor/Vice President Administration and Finance

**Primary Collaborations:**

- Associate Vice Chancellor/Associate Provost Institutional Planning and Analysis
- Deans
- College Business Administrators
- Departmental Administrators
- Department Chairs

***Vice Provost and Dean Undergraduate Student Success***

**Functions:**

- Articulate strategic vision for and operational leadership of the University's undergraduate student success efforts
- Serve as University-wide advocate for undergraduate education
- Establish and administer academic support policies, processes and procedures
- Work in partnership with the schools and colleges in the development, review and enhancement of undergraduate education, including the curriculum and new programs
- Ensure best practice academic advising for undeclared and transfer students
- Provide educational testing and placement services
- Enable the development of an array of educational opportunities for undergraduates from foundational courses to research projects with faculty
- Provide undergraduate (First time freshmen as well as transfer) orientation programs

- Ensure continuous quality improvement in all undergraduate academic programs through the conduct of academic audits
- Encourage research on pedagogy
- Work with the Associate Provost Strategic Enrollment Planning to ensure up-to-date articulation agreements with community colleges

**Initial Action Steps:**

- Craft position description
- Post position and undertake national search
- Analyze results of Student Success survey currently being undertaken to determine inventory of activities and programs geared to undergraduate student success (i.e., central administration versus school or college based)
- Conduct workshop with UH Academic Affairs and Student Affairs professionals, Deans, and Department Chairs to design UH specific Undergraduate Student Success portfolio with input from national best practice experts
- Realign the Charter School to report to the Dean of the School of Education

**Primary Collaborations:**

- Associate Provost Strategic Enrollment Planning
- Associate Vice Chancellor/Provost Institutional Planning and Analysis
- Deans
- Department Chairs
- Vice Provost Global Strategies and Studies
- Associate Provost Education Innovation and Technology

***Vice Provost and Dean Graduate School***

**Functions:**

- Articulate strategic vision for and operational leadership of the University's graduate school
- Coordinate graduate admissions
- Ensure diversity outreach and recruitment
- Develop, implement and monitor graduate school policies, procedures and automate processes
- Ensure the provision of adequate resources for student financial support, fellowships and traineeships
- Develop policies regarding post doctoral research and visiting scholars
- Provide post-doctoral training and mentoring programs
- Develop a formal appeals process for graduate student complaints
- Serve as advocate for graduate students
- Ensure continuous quality improvement in all graduate programs through the conduct of academic audits
- Encourage the development of new interdisciplinary graduate programs

- Establish standards for candidacy, dissertations and comps
- Provide graduate student focused orientation and co-curricular programs
- Establish travel awards for graduate students and faculty to present at national/international conferences
- Provide TA and faculty training opportunities
- Ensure the functioning of the Graduate Council
- Encourage research on pedagogy
- Coordinate Fulbright and other Foundation sponsored study programs
- Coordinate English as a Second Language program

**Initial Action Steps:**

- Create position description
- Post and conduct national search
- Determine role and relationship to UH professional graduate schools and programs (Optometry, Law and Pharmacy)

**Primary Collaborations:**

- Division of Research
- Deans
- Associate Provost Strategic Enrollment Planning
- Associate Vice Chancellor/Associate Provost Institutional Planning and Analysis
- Vice Provost Global Strategies & Studies

***Vice Provost Global Strategies & Studies***

**Functions:**

- Conduct a University-wide inventory of all global activities
- Develop a strategic action plan for global activities for faculty, students, and staff
- Provide developmental support and acculturation to Western education
- Provide developmental support and acculturation to non-US based universities
- Serve as the incubator for University-wide global initiatives
- Manage the delivery of international programs and services (immigration advising, SEVIS, etc.)
- Serve as the University representative to non-US based institutions of higher learning in collaboration with University Deans
- Coordinate Study Abroad
- Provide international internships, fellowships and sabbaticals
- Manage the English as a Second Language Initiatives/Institute
- Serve as the University resource for on-campus international program initiatives and collaborations
- Develop and implement a faculty exchange program
- Coordinate the internationalization of the curriculum

**Initial Action Steps:**

- Craft position description
- Post and conduct national search
- Conduct University-wide inventory of all global activities
- Conduct workshop with UH Academic Affairs professionals, Deans, and Department Chairs to design UH specific portfolio for Global Strategies and Studies with input from national best practice experts

**Primary Collaborations:**

- Deans
- Associate Provost Strategic Enrollment Planning
- Associate Vice Chancellor/Associate Provost Institutional Planning and Analysis
- Vice Provost and Dean Undergraduate Student Success
- Division of Research
- Vice Provost and Dean Graduate School

***Associate Provost Education Innovation and Technology***

**Functions:**

- Explore the effectiveness of different teaching modalities
- Determine technologies to advance learning and teaching apropos to the needs of UH students and faculty
- Develop robust online learning
- Explore the role the faculty–driven CTE should have in this portfolio and that dedicated to Undergraduate Student Success
- Research best practices on emerging technologies
- Develop new models of blended courses
- Develop and implement Adult Completion and Continuing Education Programs
- Ensure a student-focused learning environment to improve student success (e.g., flipped classrooms)
- Conduct student needs and learning assessments in conjunction with CTE and the Office of Undergraduate Student Success
- Provide opportunities for faculty/instructors in the use of instructional technology and technology integration
- Develop and implement policy with regard to competency based learning
- Oversee prior learning assessment activities
- Generate white papers for national/international publication

**Initial Action Steps:**

- Craft position description
- Post and conduct national search
- Conduct evaluation of current Adult Completion and Continuing Education Programs

- Conduct inventory of on-line courses and degree programs offered throughout the University
- Conduct inventory of blended courses by discipline
- Work with the faculty led CTE to determine optimal design/synergy with the organizational redesign of the Provost's Office

**Primary Collaborations:**

- Deans
- Department Chairs
- Faculty
- Associate Vice Chancellor/Provost Institutional Planning and Analysis
- Vice Provost and Dean Student Success
- Vice Provost and Dean Graduate School
- Vice Provost Global Strategies and Studies

**SUMMARY**

The proposed organizational restructuring of the Office of the Senior Vice Chancellor for Academic Affairs/Senior Vice President for Academic Affairs and Provost contained in this report is but the first step in an intentional transformation in support of the University of Houston's Tier One designation and its commitment to undergraduate and graduate student success.

Among the greatest challenges in the implementation of this organizational restructuring are the many sequential and iterative action steps that need to be coordinated and communicated to the University's many employees and stakeholders. Its implementation must be revenue neutral, thereby enabling the reallocation of resources to meet the objectives of this review. As we indicated earlier in the opening sections of this report, the penultimate objective is to create an organizational culture within the Office of the Provost that: is strategic in its thinking; is service-oriented in its day-to-day interface with students, academic administrators, and faculty; works in a transparent and nimble manner; is timely and clear in its responses requiring decision making and; holds Deans and the staff accountable. This will require a commitment to talent management and professional development.

The reorganization calls for the creation of new positions, the elimination of currently existing positions and the realignment of functions to different reporting structures. The changes are both horizontal and vertical. Some will be easier to implement than others. Some may be done immediately upon authorization to proceed, others will need to be undertaken sequentially and iteratively. Some will need to be developed from the proverbial ground up.

The realignment of functions and the creation of a new service-oriented operating culture requires will, creativity and a commitment to managing change while simultaneously serving the needs of students, faculty and staff.

**ATTACHMENT A**

**Position Description**

**University of Houston  
University of Houston System**

**Senior Vice Chancellor for Academic Affairs and Senior Vice President for Academic  
Affairs and Provost**

The Senior Vice Chancellor for Academic Affairs/Senior Vice President and Provost is the Chief Academic Officer and as such, provides vision, leadership, and support for the Academic Affairs enterprise at the University of Houston and the University of Houston System. The Senior Vice Chancellor for Academic Affairs/Senior Vice President and Provost is responsible for promoting a rich intellectual life, creating an active learning environment, enhancing teaching, research, scholarship and creative activity. The Senior Vice Chancellor for Academic Affairs/Senior Vice President and Provost is further responsible for fostering student success and ensuring the diversity of the institution and System is enhanced and celebrated. The Senior Vice Chancellor for Academic Affairs/Senior Vice President and Provost reports to the System Chancellor and University of Houston President and is the senior member of the President's Cabinet.

**Responsibilities**

The role requires cross-functional and University-wide leadership to accomplish the Tier One strategic goals of the institution and the metropolitan serving goals of the System.

The Senior Vice Chancellor for Academic Affairs/Senior Vice President and Provost will:

- Promote academic excellence at the University of Houston through the establishment of academic priorities, the supervision of the Deans of the 13 academic colleges, the development of innovative programs in undergraduate education, graduate education, continuing and online education and global education, as well as faculty affairs and faculty development, institutional planning and research, academic technology, and the libraries.
- Provide academic leadership for the four UH System universities that results in optimal coordination and collaboration in the academic enterprise.
- Oversee all System and University matters relating to academic policy, academic personnel and programs, academic resource allocation, and academic matters relating to intra-system cooperation.

- Articulate a compelling yet pragmatic vision and strategic direction for Academic Affairs and, in consultation with the President/Chancellor, lead its implementation.
- Manage the organizational structure of the academic enterprise, including defining and articulating the roles and responsibilities of the major academic leaders and holding them accountable for the delivery of programs and services designed to foster student success.
- Manage all faculty matters including recruitment, appointment, retention, promotion, tenure, grievances, and faculty development leaves.
- Provide leadership to encourage and facilitate teaching, research and creative academic program development throughout the University while making use of new learning technologies and methods.
- Advance the role of graduate education at the University and coordinate activities associated with graduate programs across the System.
- Participate in shared governance across the University including faculty, students, and staff. Serve as the principal liaison with faculty through the Faculty Senate.
- Support student success and learning through many University venues including assessment, curricular activities, and co-curricular opportunities.
- Manage fiscal resources and budgetary processes within the University's academic units in alignment with the University's Tier One strategic initiatives.
- Support the University's research agenda in partnership with the Vice Chancellor/Vice President for Research and Technology Transfer.
- Promote diversity and inclusion in all matters of the University's affairs.
- Represent the University and facilitate partnerships among a variety of external constituents, including alumni and donors, government and civic officials, and business and community leaders.
- Lead and participate in a collaborative executive administrative team that models institutional values of cooperation and collegiality.

- Work closely with the Academic and Student Success Committee of the University of Houston System Board of Regents which includes presentation of proposals for the establishment of new programs and degrees.
- Serve as liaison on academic matters to the University of Houston System Board of Regents and the Texas Higher Education Coordinating Board.