

# Strategic Planning Template

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*(summary of comprehensive reports)*

## Structural Alignment and Systems Analysis

6/8/2021



# Committee Charge

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Conduct a review of the organizational structure of the University, including linkages to the external community. This analysis should identify any misalignment of academic or business units and suggest possible changes. It should consider the administrative structure including major roles and reporting relationship, processes including major work flows and information flows for accomplishing critical activities, and skills needed in key areas of the organization. Studies should include faculty and administration qualifications, job satisfaction, work environment, faculty profiles and succession planning. Itemize areas that need to be addressed and the corresponding strategies to make improvements moving forward.



# Data Collection / Analysis

- Collect data from WSSU, peer, and aspirant university websites and HR
  - Administrative structure including major roles and reporting relationships
  - Leverage the expertise of committee members
  - Use quantitative and qualitative data
  - Use benchmark data where internal data is not available
  - Look for significant change
  - Determine the key factors that cause the change
  - Capture data in the common repository



Institution	Winston Salem State University	Western Carolina University	Alabama State University	North Carolina Central University (NCCU)	UNC-Pembroke	Fayetteville State University (FSU)	Western Illinois University
Enrollments	Fall 2020: 5,169 students 4,689 undergraduates 480 graduates	Fall 2020: 12,243 students 10,517 undergraduates 1,726 graduates	Fall 2018: 4,413 students 3,903 undergraduates 510 graduates	Spring 2018: 8,207 students 6,434 undergraduates 1,773 graduates/Professionals	Fall 2020: 8,262 students 6,436 undergraduates 1,826 graduates	Fall 2020: 6,726 students 5,661 undergraduates 1,065 graduates	Two campuses WIU-Quad Fall 2020: 7,490 students 5,854 undergraduates 1,636 graduates
Provost/Academic Affairs	2 Academic Schools/Colleges: College of Arts, Science, Business, and Education (CASBE); School of Health Sciences (SOHS) 1 Supporting College: University College and Lifelong Learning (UCaLL)	6 Academic colleges: College of Arts and Sciences; College of Business; College of Education and Allied Professions; College of Engineering and Technology; David Orr Belcher College of Fine and Performing Arts; College of Health and Human Sciences	6 Academic colleges: College of Education; College of Health Sciences; College of Liberal Arts and Social Sciences; College of Science, Technology, Engineering and Mathematics; College of Visual and Performing Arts; Percy J. Vaughn, Jr. College of Business	6 Academic Schools/Colleges: College of Arts, Social Sciences & Humanities; College of Health and Sciences; School of Business; School of Education, School of Law; School of Library & Information Sciences	3 Academic Schools/Colleges: College of Arts & Science, School of Business, & School of Education	4 Academic Colleges: Broadwell College of Business and Economics; College of Education; College of Health, Science, and Technology; College of Humanities and Social Sciences	4 Academic Colleges: College of Business and Economics; College of Education; College of Health, Science, and Technology; College of Humanities and Social Sciences
Academic Schools and Colleges	CASBE: 4 faculties Faculty of Arts and Humanities (5 departments: Art+Visual Studies, English, Liberal Studies, World Languages & Culture) Faculty of Business (2 departments: Accounting-Economics-& Finance, Management-Marketing-& MIS) Faculty of Education (2 departments: Education-Health, Physical Education & Sports Studies) Faculty of Natural & Physical Sciences (4 departments: Biological Sciences, Chemistry, Computer Sciences, Mathematics)	College of Arts and Sciences: 12 departments Humanities: 4 departments (English; History; Philosophy and Religion; World Languages) Sciences & Mathematics: 4 departments (Biology; Chemistry; Geosciences & Natural Resources; Math & Computer Science) Social Sciences: 4 departments (Anthropology & Sociology; Criminology & Criminal Justice; Communication; Political Science & Public Affairs)	College of Education: 3 departments: Curriculum and Instruction; Health, Physical Education, and Recreation; Instructional Support Programs	College of Arts, Social Sciences & Humanities: 11 departments: Art & Design; Criminal Justice; History; Languages & Literature; Mass Communication; Music; Political Science; Psychology; Public Administration; Social Work; Theatre & Dance	College of Arts & Sciences: 14 departments: American Indian Studies; Art; Biology; Chemistry and Physics; English, Theatre, and Foreign Languages; Geology and Geography; History; Mass Communication; Mathematics and Computer Science; Music; Philosophy and Religion; Political Science and Public Administration; Psychology; Sociology and Criminal Justice	Broadwell College of Business and Economics: 3 departments: Accounting, Finance, Healthcare Administration, and Information Systems; Graduate and Professional Studies in Business; Management, Marketing, Entrepreneurship, and Fire & Emergency Services Administration	College of Arts and Sciences: 11 departments: Art & Design; Criminal Justice; History; Languages & Literature; Mass Communication; Music; Political Science; Psychology; Public Administration; Social Work; Theatre & Dance
	SOHS: 1 Division - Nursing with 3 directors Allied Health Professions & Departments (Clinical Laboratory Science, Exercise Science, Occupational Therapy, Physical Therapy, Healthcare Management, Rehabilitation Studies, Therapeutic Studies, Social Work)	College of Business: 3 schools The School of Accounting, Finance, Information Systems and Business Law The School of Marketing, Entrepreneurship, Sport Management and Hospitality & Tourism The School of Economics, Management and Project Management	College of Health Sciences: Graduate Programs	College of Health and Sciences: 10 departments: Biological and Biomedical Sciences; Communication Disorder; Chemistry and Biochemistry; Environmental, Earth, and Geospatial Sciences; Human Sciences; Kinesiology and Recreation Administration, Mathematics & Physics, Nursing; Pharmaceutical Sciences; Public Health Education	School of Business: 3 departments: Accounting & Finance; Economics & Decision Sciences; Management, Marketing & International Business	College of Education: 3 departments: Early Childhood, Elementary, Middle Grades, Reading, and Special Education; Health, Physical and Secondary Education; Educational Leadership and School Administration	College of Business and Economics: 6 departments: Accounting, Finance, Healthcare Administration, and Information Systems; Graduate and Professional Studies in Business; Management, Marketing, Entrepreneurship, and Fire & Emergency Services Administration
		College of Education and Allied Professions: 1 school and 2 departments: Teaching and Learning; Departments of: Human Services; Psychology	College of Liberal Arts and Social Sciences: 4 departments: History & Political Science; Psychology; Languages & Literatures; Social Work; Criminal Justice & Social Sciences	School of Business: 4 departments: Accounting; Business Administration; Information Technology; Hospitality and Tourism Administration Program	School of Education: 2 departments: Educational Leadership and Specialties, Teacher Education	College of Education; College of Health, Science, and Technology: 1 school and 3 departments: School of Social Work; Departments of: Biological and Forensic Sciences; Chemistry, Physics and Materials Science; Mathematics and Computer Science	College of Arts and Sciences: 11 departments: Art & Design; Criminal Justice; History; Languages & Literature; Mass Communication; Music; Political Science; Psychology; Public Administration; Social Work; Theatre & Dance
		College of Engineering and Technology: 2 schools School of Engineering + Technology Kimmel School of Construction Management	College of Science, Technology, Engineering and Mathematics: 4 departments: Biological Sciences; Mathematics & Computer Science; Physical Sciences; Biomedical Engineering	School of Education: 2 departments: Curriculum and Instruction; Allied Professions			College of Arts and Sciences: 11 departments: Art & Design; Criminal Justice; History; Languages & Literature; Mass Communication; Music; Political Science; Psychology; Public Administration; Social Work; Theatre & Dance
		David Orr Belcher College of Fine and Performing Arts: 3 schools School of Art and Design School of Stage and Screen	College of Visual and Performing Arts: 3 departments: Visual Arts; Theatre Arts; Music	School of Law:			College of Arts and Sciences: 11 departments: Art & Design; Criminal Justice; History; Languages & Literature; Mass Communication; Music; Political Science; Psychology; Public Administration; Social Work; Theatre & Dance
		College of Health and Human Sciences: 2 schools and 3 departments: of Health Sciences; School of Nursing; Departments of:	Percy J. Vaughn, Jr. College of Business: 3 departments: Accounting & Finance; Business Administration; Computer Information Systems	School of Library & Information Sciences:			College of Arts and Sciences: 11 departments: Art & Design; Criminal Justice; History; Languages & Literature; Mass Communication; Music; Political Science; Psychology; Public Administration; Social Work; Theatre & Dance
	UCaLL	Graduate School & research	University College	Shepard Library	Library	University College & Student Success	Centennial Library

# Data Collection / Analysis

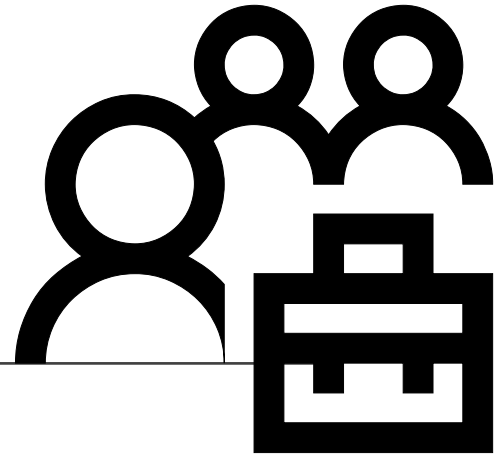
- **Academic Enterprise**
- **Enrollment Management**
- **Human Resources and Faculty Affairs**
- **Institutional Effectiveness and Assessment**
- **Student Development and Engagement**

Housing and Residence Life, Experiential Education, Campus life, Wellness Center



# Data Analysis - INTERNAL

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- **Structural Alignment, Systems, Processes**

- Institutional Assessment Data Quality/Integrity
- Accreditation Processes and Systems
- Strategic Planning and Goals Assessment (Divisions and Academic Units)
- Faculty and Staff Qualifications
- Academic Affairs Communication flow and Processes Assessment
- Examine major Roles and Reporting Relationships



# Summary of Findings

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- Least number of Schools/ Colleges compared to peers.
- Organizational structures need to be revisited.
- Reporting structures need to be equitable.
- Staffing is adequate compared to peers but not aspirant institutions.
- Clear descriptions of roles are needed.
- Not clear where institutional effectiveness falls within the structure.
- No dedicated unit for Graduate Programs.





# S.W.O.T. Analysis

**Strengths (S):** Analysis and institutional knowledge to identify factors that set the University apart from peers. What are the University's internal strengths?

**Weaknesses (W):** Analysis and institutional knowledge to identify factors that must be improved to become effective. What are the University's internal weaknesses?

**Opportunities (O):** What are the external factors that can enable the University to achieve desired outcomes? What are the internal and external opportunities that might move the University closer to its vision?

**Threats (T):** What are the external factors, situations, or changes that could have negative impacts?

[illegible]



# Strengths

- Winston-Salem State is accredited by the [Southern Association of Colleges and Schools Commission on Colleges](#) to award baccalaureate, masters, and doctorate degrees.
- A long and rich history of providing educational opportunities to minority students (EM). [Points of Pride - Our History](#)
- High Level Enrollment Management organizational chart clear and unequivocal; comparable to peer institutions [ [EM org chart](#) ] (EM).
- Enrollment Management has Project Director (Project Management) in leadership hierarchy, “reports to AVC managing specialized work in creating, implementing and maintaining technical application solutions or applying appropriate technology to projects of a broad organization scope” [ [PM Description](#) ] (EM).
- Current Provost office structure has less administrator's possible savings (AE)
- Small class size (AE)
- Quality education (AE)
- Low tuition cost (AE)
- The IAR webpage on the WSSU is easy to find and navigate because of the large icons to locate data (IE)
- Navigation on the WSSU website is user friendly in comparison to the institutions that we researched. (SDE)



# Weaknesses

- Lack of manpower/increased vacancies, resulting in increased work/expectations of existing faculty/staff (EM) ([OEM Org Chart](#)).
- Processes are people dependent
- No dedicated Veteran Office presence as noted with several peer institutions i.e. Alabama State University (ASU); currently resides under the Registrars Office [ [ASU Veterans Affairs](#) ] (EM).
- Academic and Students Affairs under same structure (AE)
- CASBE is too large of College (AE)
- No Budgets or decision-making power for Deans (AE)
- No Graduate Entity to Oversee Graduate Programs (AE)
- There is no organizational Chart, or clear demarcation of roles and job descriptions outside of the Director & the Associate Provost. (IE)
- We do not have any specific services that support gender equity and holistic wellness for students (i.e., Womens, Mens, Spiritual and LGBTQIA+)(SAS)
- Campus Police/Safety does not appear to be a recipient of student fee's. Because of this, we as an institution could be potentially missing funding to provide competitive pay for officers, which would assist with decreasing turnover. (SDE)
- Our organizational structure, is unlike any of the institutions surveyed. It is not clear to staff how this supports or benefits our work to students, financial flow is not clear. This impacts the ability to adequately service our students. (SDE)
- Our counseling and student health falls under the counseling center and there is no clear, defined structure. What is the benefit to having the two unified?(SDE)



# Opportunities

- Develop new program initiatives to sustain enrollment and retention (EM)
- To create an online dual-enrollment program which allows high school sophomores, juniors and seniors to earn college credits; benchmarking peer-institution Tennessee State University (TSU) [ [TSU Dual Enrollment](#) ] (EM).
- Membership in the Common Black College Application Program - benchmarking peer-institution Tennessee State University (TSU) - [Common Black College Application](#) (EM).
- A Graduate School – benchmarking peer-institution Tennessee State University - [Graduate & Professional Studies](#) (TSU)- (EM).
- Project Director (Project Management) to have more presence in Enrollment Management strategic initiatives for entire unit, “to include managing AVC’s strategic portfolio and high-priority projects that impacts the entire University community” [ [PM Description](#) ] (EM)
- Develop a Continuing Education program (AE)
- Enhancing Summer School (AE)
- Reinstating the Schools of Business and Education (AE)
- Development of new certificate and graduate programs (AE)
- Provide an organizational chart indicating demarcation of roles & responsibilities with links to bios and professional activities. (IE)
- Create opportunities to collaborate and publish with IAR staff (IE)
- Due to the pandemic, we have realized that we are able to telework and still provide effective services to our students and staff.(SDE)
- There is an opportunity for us to provide more culturally responsive student-centered services. Such as LGBTQIA+, women's center (just got funded for this?), male center. The lack of these services, is missing the mark and further isolating and invalidating students' experiences. (SDE)



# Threats

- Decline in enrollment – per the WSSU 10-yr Enrollment Statistics - (EM).
- WSSU is member of UNC System( Tier system for salaries) Losing key personnel to UNC system institutions)
- Funding model for FTEs
- Enrollment Management potentially lacks manpower due to vacancies shown on the following organizational charts: Office of Admissions, Office of Scholarships and Financial Aid, and Office of Registrar [ [EM org chart](#) ] (EM).
- Lack of Faculty Resources/ Need for new faculty (AE)
- Adjustment of institutional budget to the state (AE)
- Possible decrease in student enrollment (AE)
- Competition from other institutions (AE)
- Fiscal uncertainties (AE)
- Data is essential for obtaining external funds; without knowing the responsibilities of IAR staff, the process for acquiring data for proposals may limit the ability to win awards (IE)
- Ability to attract highly skilled professionals is limited as salaries are inconsistent compared to peer institutions and disparities exist across education levels (IE)



# Priorities or Areas of Focus

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- Unpack CASBE
- Equity in Staff/Faculty Salaries
- Improve enrollment management services
- Strategic recruiting to match academic offerings
- Reporting Structure
- Graduate and Transfer Student enrollment/experience
- Assessment
- Institutional-wide operational and organizational improvement for efficiency initiatives to improve outcomes



# Priorities or Areas of Focus

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- **Short-Term Priorities (Years 1-2)**

- Unpack CASBE
- Graduate and Transfer Student enrollment/experience
- Reporting Structure



# Priorities or Areas of Focus

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- **Intermediate Priorities (Years 3-4)**
  - Equity in Staff/Faculty Salaries
  - Strategic recruiting to match academic offerings
  - Improve Enrollment Management services





# Priorities or Areas of Focus

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- **Long-Term Priorities (Years 5+)**

- Assessment
- Institutional-wide operational and organizational improvement and efficiency initiatives to improve outcomes

