The administration plans to put forward a proposal for reorganization of the management of the academic program in AY’11 with the intention of partial or full implementation by the end of that same academic year.
What’s not working...

• Too much going on; Size, rate of change
• Faculty putting out too many fires/assistant dean?
• Difficulty in communicating what’s going on
• No one agrees what the business is
• How do we define community?
• Scheduling-coordinating schedules, don’t know who to go to
• Desire for simplicity and efficiency
What’s not working cont...

• Very weak power structure example: too much has to go through administration
• (Need) Clear definition of authority and responsibility
• Lack of expectations/clarity between chair and faculty
• Need for middle management, i.e., interface between faculty and administration
Ten Most Common Organizational Growing Pains

1. People feel that “there are not enough hours in the day.”
2. People spend too much time “putting out fires”
3. People are not aware of what other people are doing
4. People lack understanding about where the firm is headed.
5. There are too few good managers.
6. People feel that “I have to do it myself if I want to get it done correctly.”
7. Most people feel that meetings are a waste of time.
8. When plans are made, there is very little follow-up, so things just don’t get done.
9. Some people feel insecure about their place in the firm.
10. The firm continues to grow in sales but not profits.

“Growing Pains” Eric Flamholtz, PhD.
Current Organization

- Too many equal parts
- Too many people
- Too little time
- Too little compensation
- Too little authority
- No rationale of parts to whole
Criteria for New Management Organization

- Can’t cost (a lot) more
- Feasible - High likelihood of implementation
- Rational, efficient, and functional interface with faculty governance
- Manage and support complexity
- Create appropriately scaled management communities
- Provide clear responsibility for decision-making
- Create clear lines of communication
Divisional Structure

- Cluster current departments into divisions, each administered by a head
- Fewer people with more authority, time and compensation
Divisional Structure

- Decentralize decision making authority
- More effective use of resources
- Facilitate pan-institutional oversight and planning
- Facilitate and coordinate interdivisional interaction