Administration and Finance

Organizational Realignment

Update to Faculty Senate
February 2010
Agenda

• Realignment objectives
• Background and context
• Overview and major changes
• How does this affect faculty?
• Questions
Realignment Objectives

• Mission:

Create the underlying platform for Georgia Tech's continuing success in achieving its mission of teaching, research, and economic development.

• Commitment to:

Partnering; high performance teamwork; continuous improvement; and, sustainability

• Must develop:

Strong financial, business and ethics foundations to achieve our strategic objectives.
Realignment Objectives

- Create a structure to:
  - Increase *organizational effectiveness and capabilities*...internally and externally
  - Provide tighter *planning and financial integration*
  - Provide *enhanced executive support* to the Office of the President and to the campus

- The structure and approach will reflect *the importance of strategy, people, partnerships, and technology to achieving our mission.*
Background - Improvement Efforts

• **Fall 2008 – A&F Baseline Study**
  – Identified opportunities for improvements - - *partnership; infrastructure; human asset mgmt; continuous improvement*
  – Throughout 2009-10 conducted improvement initiatives; engaged academic partners

• **2009 – Strategic Resource Deployment Initiatives**
  – Projects in *procurement, energy, sustainability, human resources, risk management, and information technology governance.*

• **2009-10 –Institute’s Strategic Planning Process**
  – “Big ideas” are being identified that will be critical opportunities and priorities for the Institute in the next 25 years
  – Many of these will require planning, resourcing and support from A&F division
Background - Current Landscape

- Organizational characteristics
  - Currently, *too many direct reports* to Exec.V.P.
  - Flat structure, *not fully agile or responsive*
- Current difficult financial / budgetary situation
- Anticipating *support for Institute initiatives* arising from the strategic planning process
- Changing *executive support needs* in the Office of the President
Major Changes – Decision Support

• Formation of an “Institute Strategic Resource Management Group” *(working title)*
  – *Pairing existing offices*
    Institutional Research and Planning; Capital Planning and Space Management; Institute Budget and Planning; Organizational Development; Environmental Stewardship
  – *Providing support to the Office of the President and the campus*
  – Institute-level strategic focus; providing *data-driven decision support*
Major Changes – Campus Services

• *Group strategically important support units:*
  – Auxiliary Services
  – Business Services
  – Human Resources; including Staff Training and Career Development

• Three areas with strong customer expectations of *service, quality, and collaboration*
Major Changes – Risk Management

- Group functions related to effective Institute risk management; address external requirements for compliance oversight
  - Legal Affairs
  - Police / Campus Safety
  - Internal Auditing
  - Risk Mgmt / Compliance function (new)
  - Affiliated Organizations
How Does this Affect Faculty?

- Major points:
  - Positioning A&F to *better support needs of Institute, faculty, students, and staff*
  - Increasing *focus on campus support/service*
  - *Re-engagement of our academic partners*
  - Creating a *streamlined, agile organization*
  - *Re-teaming existing units in new ways*
  - *Minimizing disruption* – “no major changes in who to call...”
Questions?