

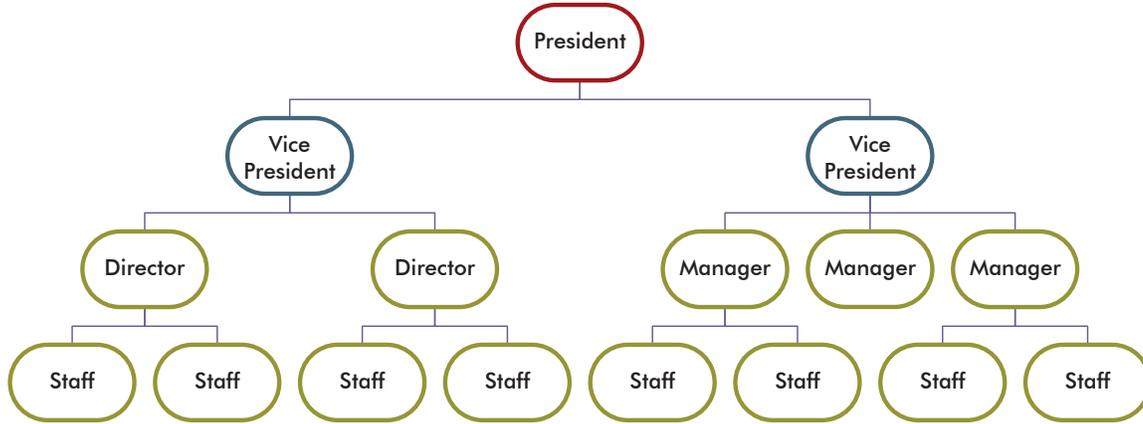
STRATEGIC MANAGEMENT—ORGANIZATION AND GOVERNANCE

INTRODUCTION TO PROJECT EXPERIENCE

EKA has done many studies of management, especially organization studies, staffing, and business processes. Usually, these have been institution-level management studies. On occasions, they have been focused at a particular division or set of functions.

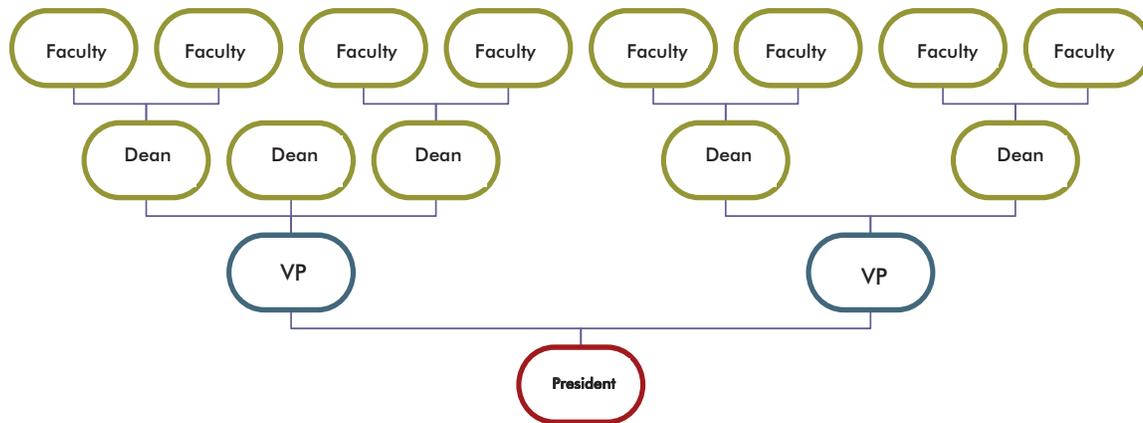
Some of these studies have been to address operating budget questions and financial management, including salary/compensation studies.

A Tongue-in-Cheek View of University Organization Culture



Above, a Typical Corporate Organization...

Below, a Typical College/University Informal or “Cultural” Organization—How Things Actually Work...



It is EKA’s view that the current economic distress, which is hammering higher education operating budgets and capital allocations, will resolve. But that will NOT change the longer-term necessity to reinvent the “higher education business model.” Aside from different treatments of capital investment “needs,” institutions will need to be much more careful in how they staff, organize, and operate—more leanly and more effectively at the same time.

Examples of EKA’s strategic management studies follow.

ORGANIZATION STUDY

EAST CAROLINA UNIVERSITY



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Highlights:

Governance and Management Decision Processes

Internal vs. External Focus for CEO

Senior Management Decision Processes and Roles



EKA performed a review of the University’s senior management organization with the goal of achieving better allocation of the Chancellor’s time between internal management and external development of the activities. This review was performed to meet the changing demands upon the Chancellor’s time, including his need to spend more time on external development. EKA was to examine the organization model and propose any necessary changes that would improve roles and management effectiveness of the senior management team.

EKA reviewed relevant documents and interviewed key personnel of the University including senior management, faculty, staff, and Board of Trustees members. Based upon the interviews and document review, EKA developed alternatives for the senior management structure.

ORGANIZATION STRUCTURE AND MANAGEMENT REVIEW

Client Contact Information:

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Highlights:

Organization & Staffing—Positioning for Growth

Administrative Practices

National Survey—Biotech Centers

MARYLAND BIOTECHNOLOGY INSTITUTE, UNIVERSITY OF MARYLAND



For Dr. Rita Colwell, founder and first president of UMBI, EKA reviewed the organization, structure, staffing levels, and administrative operations of both UMBI and the Maryland Sea Grant College. Ms. Klein was project manager for the joint EKA-KPMG project team. Maryland Biotechnology Institute was then considered a separate "campus" in the University system. The Institute then consisted of six research centers, a complex research program structure, a staff of more than 200, and an annual operating budget of \$14 million.

The purpose of this review was to design an organization structure, staffing pattern, and administrative support structure to prepare the Institute for substantial growth in the next decade.

EKA reviewed data on the administrative practices and structures at approximately 30 biotechnology research institutes, both those that are within universities and those that are separately incorporated entities; addressed the staffing and administrative needs implied by the Institute's mission, goals and plans for expanding its activities in basic research, technology transfer, industrial liaison, graduate education, and economic development; and analyzed internal management functions and administrative relationships with other units of The University of Maryland System to determine how best to obtain/provide financial, personnel, and other administrative services.

EXECUTIVE OFFICERS COMPENSATION STUDY

MARYLAND BIOTECHNOLOGY INSTITUTE, UNIVERSITY OF MARYLAND

Following the joint project conducted with KPMG Peat Marwick, Dr. Rita Colwell asked EKA to conduct a market survey to ascertain salary levels for senior officers of comparable biotechnology research institutes, both affiliated with universities and free-standing. The study covered base salary and other elements of compensation for the chief executive officer and base salary for other senior positions, including chief academic/research officer, chief business officer, chief development officer, and center directors. EKA designed the survey methodology, administered the survey, analyzed the responses, and prepared a report for the client and a separate report to survey respondents.



Images, www.umd.edu

ADMINISTRATIVE ORGANIZATION, FINANCIAL STRUCTURE, AND INFORMATION SYSTEMS

SAINT MARY-OF-THE-WOODS COLLEGE



Client Contact Information:
No current contact information

Highlights:
Organization & Staffing—Positioning for Integration and Efficiency
Administrative Practices and Systems

EKA assisted this small, Catholic, women's liberal arts college in re-engineering its administrative organization, financial structure, and information systems. The initial impetus for the study was the College's requirements to support a curriculum that could be delivered seamlessly across a continuum of delivery formats ranging from traditional, on-campus instruction to external, independent learning.

Founded in 1840 by Saint Mother Theodore Guerin and the Sisters of Providence, Saint Mary-of-the-Woods College (SMWC) is the oldest Catholic liberal arts college for women in the United States.

The College had separate administrative organizations, pricing, and information systems for campus-based and external learning formats. EKA managed the detailed, complex study in phases, with K. Scott Hughes Associates and Charles R. Thomas as subcontractors.

The EKA team developed a new administrative organization structure and recommendations for improving planning, decision-making, and management effectiveness. The team analyzed financial implications of restructuring and developed assumptions and ranges for tuition pricing and defined systems requirements and assisted the College with hardware and software selection. In the final phase, the EKA team produced an integrated strategy for change.



Highlights:

Creation of a Business Affairs Division for the first time for this institution

Administrative Structure, Staffing, Practices and Systems

STRUCTURE FOR AN OFFICE OF BUSINESS AFFAIRS

NEW YORK CHIROPRACTIC COLLEGE

To assist the newly appointed president, the Board of Trustees engaged Ms. Klein to develop a structure and staffing pattern for an Office of Business Affairs for this professional degree institution. Under the previous president, the College had only a controller and an outside accountant. All institutional decision-making authority had been held by the president; faculty participation was virtually non-existent and financial management was minimal.

Ms. Klein created the model for a new business affairs office, defined principal positions, and recommended staffing levels to create an office of appropriate scale and to cover all required business functions.

FACULTY AND ADMINISTRATORS SALARY STUDY

NEW YORK CHIROPRACTIC COLLEGE

Following the development of a business office organization for the College, Ms. Klein was asked to conduct a comprehensive market salary study which covered faculty positions (by rank) and approximately 15 administrative positions, including the position of president. The Board and President initiated the study in connection with a major program to hire full-time faculty in chiropractic medicine and biomedical disciplines and to reorganize the senior administration of the College. Ms. Klein designed the methodology and sampling techniques, which included sampling local Long Island, New York, and Westchester County institutions; colleges of chiropractic, osteopathic, and dental medicine; and free-standing schools of law.

ACQUISITION OF EISENHOWER COLLEGE CAMPUS, SENECA FALLS, NY

NEW YORK CHIROPRACTIC COLLEGE

This College attempted an acquisition for expansion in its Long Island, NY location and found that expansion would not be possible. Following the above two studies, the College asked Ms. Klein to advise on financing of an acquisition for relocation to a new campus in upstate New York. NYCC purchased the campus of the former Eisenhower College in Seneca Falls, New York.



ORGANIZATION AND MANAGEMENT REVIEW—SENIOR ADMINISTRATION AND RELATED CORPORATIONS/FOUNDATION

THE UNIVERSITY OF CONNECTICUT

When Dr. John Casteen was appointed President of the University of Connecticut, Ms. Klein conducted a comprehensive review of the organization of the senior management levels and major administrative units of The University of Connecticut. The study resulted in a new model for the senior level of administration and for middle management restructuring.

Another major element of the study was reorganization of the president's personal staff and office support operations.

RESEARCH ORGANIZATION

THE UNIVERSITY OF CONNECTICUT FOUNDATION

Another major result of the organization study for President Casteen was that EKA was asked to study the restructuring of relationships and responsibilities for research programs involving the University of Connecticut Research Foundation, the University of Connecticut Foundation, and the Health Sciences Center. For these entities, Ms. Klein examined roles and responsibilities with respect to management of federal, state, and corporate funds.



President Casteen's appreciation of Ms. Klein's work on this project led to her several subsequent assignments at The University of Virginia when he assumed his new position in Virginia.

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Highlights:

Organization—Senior Management
Related Corporations/ Foundations



Images, www.uconn.edu

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Highlights:

- Organization—Senior Management
- Related Corporations/ Foundations
- Program and Search Criteria--VP

ORGANIZATION AND MANAGEMENT REVIEW—OFFICE OF THE PRESIDENT

THE UNIVERSITY OF VIRGINIA

EKA reviewed the organization, staffing, and operations of the Offices of the President and the Board of Visitors for the new president, John Casteen, when he assumed office.

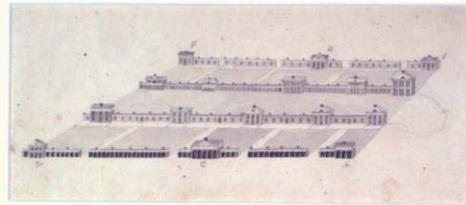
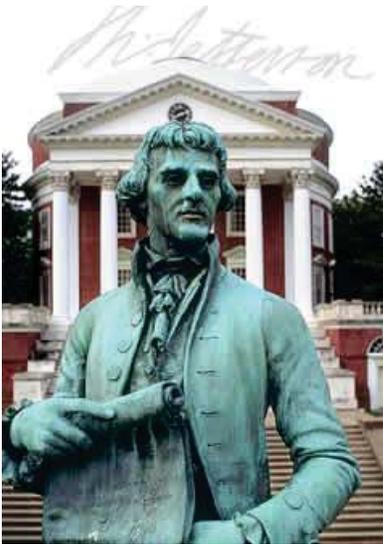
EKA analyzed existing structure, staff roles, and management practices and developed recommendations for an appropriate number of staff, position titles and descriptions, reporting relationships, interaction with senior line officers, support for the president's spouse, automated systems support, and office operations.

SEARCH, VICE PRESIDENT FOR STUDENT AFFAIRS

THE UNIVERSITY OF VIRGINIA

EKA assisted The University in launching its search for a new Vice President for Student Affairs. The University gave great importance to this search because of its unique Jeffersonian tradition of student self-governance; because the position was being filled for the first time in 25 years; and because of specific issues that the new vice president needed to address.

The President of the University believed that EKA could provide an independent, informed, and sensitive sounding board that would help the search advisory committee understand the needs of faculty and student constituencies. At the President's request, EKA conducted confidential interviews with representatives from faculty, university administration, and student groups regarding current strengths and weaknesses, future priorities, possible reorganizations of the Division of Student Affairs, and required and desired qualifications for the vice president's position.



FINANCIAL MANAGEMENT ORGANIZATION, POLICIES, AND INFORMATION SYSTEMS

SPRINGFIELD COLLEGE

EKA assisted this college in comprehensive assessment of its business and financial organization, policies, and information systems. The President had been increasingly concerned about the institution's capacity for financial management and requested this independent review of the human resources, policy/procedure, and systems elements of financial management. The analysis led to a report containing comprehensive recommendations for strengthening financial and administrative management, which are being implemented by the College. This study was conducted in association with K. Scott Hughes Associates, who performed financial condition and other analyses and with Charles R. Thomas, who led the analysis of information technology resources and needs.



ORGANIZATION AND MANAGEMENT REVIEW

THE UNIVERSITY OF RHODE ISLAND

Upon being recommended by the president of The University of Connecticut, Ms. Klein was asked to review the senior management organization of The University of Rhode Island. She recommended restructuring the senior organization in a "cabinet" model that also created a strong staff function for planning and resource allocation in the Office of the President. Another major focus of this study was student services and support. Ms. Klein designed a new organization that consolidated a number of academic support functions with student service functions under a newly defined vice president for student development.



ORGANIZATION AND MANAGEMENT REVIEW

TEACHERS COLLEGE, COLUMBIA UNIVERSITY

Ms. Klein was principal consultant for this study of administrative organization structure and management operations, conducted at the request of the outgoing president, to help prepare for the new president's assumption of responsibilities.

Recommendations were formulated for a new organization structure, increased and decreased staffing levels of various units, and upgrades in administrative policies and procedures.



FACULTY OVERLOAD COMPENSATION PRACTICES

TEACHERS COLLEGE, COLUMBIA UNIVERSITY

Teachers College, Columbia University was concerned that its overload compensation practices were not being inconsistently applied, especially with respect to compensation for academic year and summer sponsored research. EKA developed and conducted a survey of peer institutions concerning policies and practices governing faculty overload compensation. EKA used the survey findings to analyze and describe peer practices. The College used the survey results to develop a new faculty workload and overload compensation policy.

ORGANIZATION, ADMINISTRATIVE PRACTICES, AND GOVERNANCE

ADELPHI UNIVERSITY



Ms. Klein managed a series of three studies for this client: an organizational review of the Office of the President, an organizational and management review of all administrative functions, and a governance review of the structure, policies, and operations of the Board of Trustees. The three studies resulted in Board actions to replace the president, create a new administrative structure, implement changes in Board operations, and essentially redesign how the institution was run. The "client" for these studies was the chairman of Adelphi's Board of Trustees who was, at that time, chairman of the New York Stock Exchange.

ORGANIZATION AND MANAGEMENT REVIEW

NEW YORK LAW SCHOOL



At the request of the newly appointed dean/CEO, Ms. Klein assessed the administrative organization and governance structure of this free-standing law school and evaluated the committee system and policy-making practices of the Board. Ms. Klein recommended reassigning responsibilities among senior administrators; staff reductions or enhancements in certain functions, and significant realignment of decision processes and systems support. As a result of this study, the dean/CEO made significant management changes in the subsequent two years.

ORGANIZATION AND GOVERNANCE STUDY

WAGNER COLLEGE



Ms. Klein managed a review of the senior organization and management structure of this Lutheran-related institution located on Staten Island, NY. The study was conducted to identify opportunities to strengthen senior management and, if possible, to reduce costs.

Recommendations included elimination of one vice presidency, shifting of responsibilities within divisions, and suggestions for major changes in patterns of decision-making, operations, and management culture.

ORGANIZATION STUDY

UNIVERSITY OF MEDICINE AND DENTISTRY OF NEW JERSEY



Ms. Klein managed this study of the organizational relationships between the Center for Molecular Medicine and Immunology (CMMI) and UMDNJ.

Separately incorporated and funded and relatively independent in most program activities, CMMI was dependent on access to UMDNJ's academic departments and hospital for conduct of its basic research and clinical trials programs. This study resulted in specific recommendations to restructure relationships between CMMI and UMDNJ as prelude to construction of a major research building. Ultimately, CMMI severed from UMDNJ and its founder created an independent clinical center, Garden State Cancer Center, to serve as CMMI's clinical base.

ORGANIZATION AND GOVERNANCE REVIEW

MANHATTANVILLE COLLEGE



Ms. Klein created a revised senior administrative structure and suggested revisions to Board structure and practices. Three of the key issues included: how real estate development projects should be handled internally; how to improve relationships between administration and faculty; and whether and how to downsize administration to reduce costs. The out-going president requested the study to be available to the new president upon her arrival as a tool for management improvements.

ORGANIZATION STUDY—FACILITIES MANAGEMENT

UNIVERSITY OF ALASKA AT ANCHORAGE

With Harvey H. Kaiser Associates, this was a study of organization, management, staffing, and business processes for all facilities-related activities at the University of Alaska-Anchorage. The University was undertaking a master plan and had several facilities challenges. The study addressed reorganization of physical plant and facility planning functions, to improve productivity and services.



ORGANIZATION STUDY—CAREER PLANNING AND PLACEMENT

SYRACUSE UNIVERSITY

EKA conducted a review of the current organization, staffing and budget, distribution of functions, and effectiveness of student placement/career guidance services provided by Syracuse University's Center for Career Services and by school and college - based career services staff. As a result of this review, the EKA team recommended more effective and more cost-effective means of offering/delivering those services, including changes in organization, the centralization-decentralization model, staffing changes, budget changes, process changes, and other means to improve services and use resources more cost effectively.

