

Organizational Changes Summary

The following changes reflect the continued implementation of the *Strategic Plan Reimagined* and are intended to realign our structure, resources, and services with institutional priorities, strengthen student success, and improve how we operate as a University.

I. Student Success and Mission Alignment

Mission-Aligned Equity, Inclusion, and Student Experience

- Office of Equity and Inclusion moved to the Office of Mission
- Academic Center for Equity and Inclusion moved to the Office of Mission
- Office of Multicultural Affairs (OMA) housed within the Division of Student Affairs

Why this change:

- To more fully integrate equity, inclusion, and belonging into the core of our Catholic and Vincentian mission, ensuring this work is sustained and advanced as part of who we are as an institution
- To strengthen alignment between mission, faculty scholarship, and institutional priorities
- To better connect multicultural programming, international student support, and cultural engagement to the broader student experience and student success outcomes

Student Advising and Academic Support

Student advising centralized under the Office of the Provost

Why this change

- To ensure every student has consistent, high-quality access to advising in one place, strengthening support for persistence, progression, and timely graduation
- To build shared standards and capacity across advising functions, reducing gaps and improving service delivery

II. Financial Stewardship and Resource Alignment

Budget Alignment and Oversight

- Budget functions within schools, colleges and Enrollment Management moved to the Office of the Provost
- Budget functions within operational units moved to the Office of the SVP and Chief Operating Officer

Why this change

- To improve coordination and oversight of academic resources in support of assessment, reporting, and accreditation
- To strengthen financial stewardship, ensure consistency, and improve oversight and reporting across areas
- To align resources more directly to student success and academic and operational priorities

Advancement Alignment

Advancement functions within the School of Law and The Maurice R. Greenberg School of Risk Management, Insurance, and Actuarial Science (GSRM) moved to the Office of Institutional Advancement

Why this change

- To better align fundraising efforts with institutional priorities and ensure a coordinated, University-wide approach to development
- To improve engagement, stewardship, and donor strategy across all schools
- To strengthen capacity to grow philanthropic support in ways that directly advance student success and institutional sustainability

Operational Efficiency and Resourcing

Print and Distribution services primarily outsourced

Why this change

- To focus internal resources on areas of greatest strategic impact while scaling services efficiently through external partnerships

III. Operational Effectiveness and Institutional Alignment

Enterprise Alignment and Governance

- University Relations moved to the Office of the President
- Internal Audit and Enterprise Risk Management moved to the Office of General Counsel

Why this change

- To align government relations, media relations, and institutional messaging with University-level priorities and leadership
- To position the University spokesperson function within the President's Office to ensure coordinated, institution-wide communications
- To strengthen independent oversight of risk management, compliance, and internal controls consistent with best practices

Marketing & Communications Alignment

Marketing functions across schools and colleges, Enrollment Management, Advancement, Athletics, and Student Affairs centralized within the Office of Marketing & Communications. Writers and editors from University Relations moved to Office of Marketing & Communications.

Why this change

- To eliminate duplication and better focus resources on coordinated, high-impact marketing that supports enrollment growth and institutional priorities
- To improve how the University communicates, measures effectiveness, and makes strategic investments in outreach and brand

Public Safety and Institutional Preparedness

Public Safety will restructure to focus on security, safety, compliance, and enhanced emergency management and business continuity

Why this change

- To strengthen campus safety, compliance, and preparedness through a more focused and modern operational model

University Events

University Events will transition to a tiered portfolio model, in which the office will own, co-lead, or advise based on event tier and institutional significance

Why this change

- To elevate the quality, consistency, and strategic impact of institutional events in alignment with University priorities
- To establish clear standards, roles, and expectations across all University events
- To focus resources on high-impact events while supporting units in delivering effective programming
- To introduce a more disciplined, outcomes-based approach by measuring the success of events including goals, audience engagement, and institutional impact to inform future planning and resource allocation

Moving Forward

These changes reflect a deliberate effort to focus our work on areas that most directly advance our priorities while stepping away from activities that are no longer aligned.

Together, these changes focus the University's efforts on the work that most directly advances our mission, strengthens support for our students, and ensures responsible stewardship of our resources.