Executive Summary

Dr. Mark Sothmann, Vice President for Academic Affairs and Provost, invited a team of established academic administrators to conduct an external review of the Office. The review was conducted on July 13 and 14, 2011. This report is a summary of the observations and recommendations formulated by the Review Team for Dr. Sothmann and others' consideration.

As a result of briefings presented by an internally appointed team and 23 interviews conducted with senior faculty and administrators at MUSC, the Review Team developed eight recommendations organized into three categories.

Successful themes that should remain as priorities

1. The Office of the Vice President for Academic Affairs and Provost (VPAAP) should remain the single site in the University that ensures academic excellence, integrity, fair resolution of conflicts between units, and appropriate allocation of resources.
2. The VPAAP should further build the functions of faculty affairs and faculty development.

Steps to enhance clarity and efficiencies of operations

3. The VPAAP should undertake a systematic approach to analyze and redesign the structure of the Office. Such an approach should have as its primary goals reducing the number of direct reports and simplifying the structure.
4. The VPAAP undertake a systematic approach to analyze and redesign the configuration of the research infrastructure support at MUSC with a focus of gaining maximum leverage of scarce resources and reducing duplication.
5. The VPAAP should empower the individual colleges to manage their own space within guidelines that require effective accountability and programmatic alignment and further should encourage transparency and engagement in the defined process.
6. The VPAAP should undertake an effort to strengthen the visibility of its function and contribution to the university community.

Long-term strategic initiatives

7. The VPAAP should broaden and amplify its focus on strategy, specifically with regard to its role as champion of the strategic plan and its role as integrator of other strategic initiatives.
8. The VPAAP should continue a very public and transparent implementation of Responsibility Center Management.