



Association of
Title IX Administrators

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Did You Know... Organizational Design Can Shape Student Success?

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Presenters



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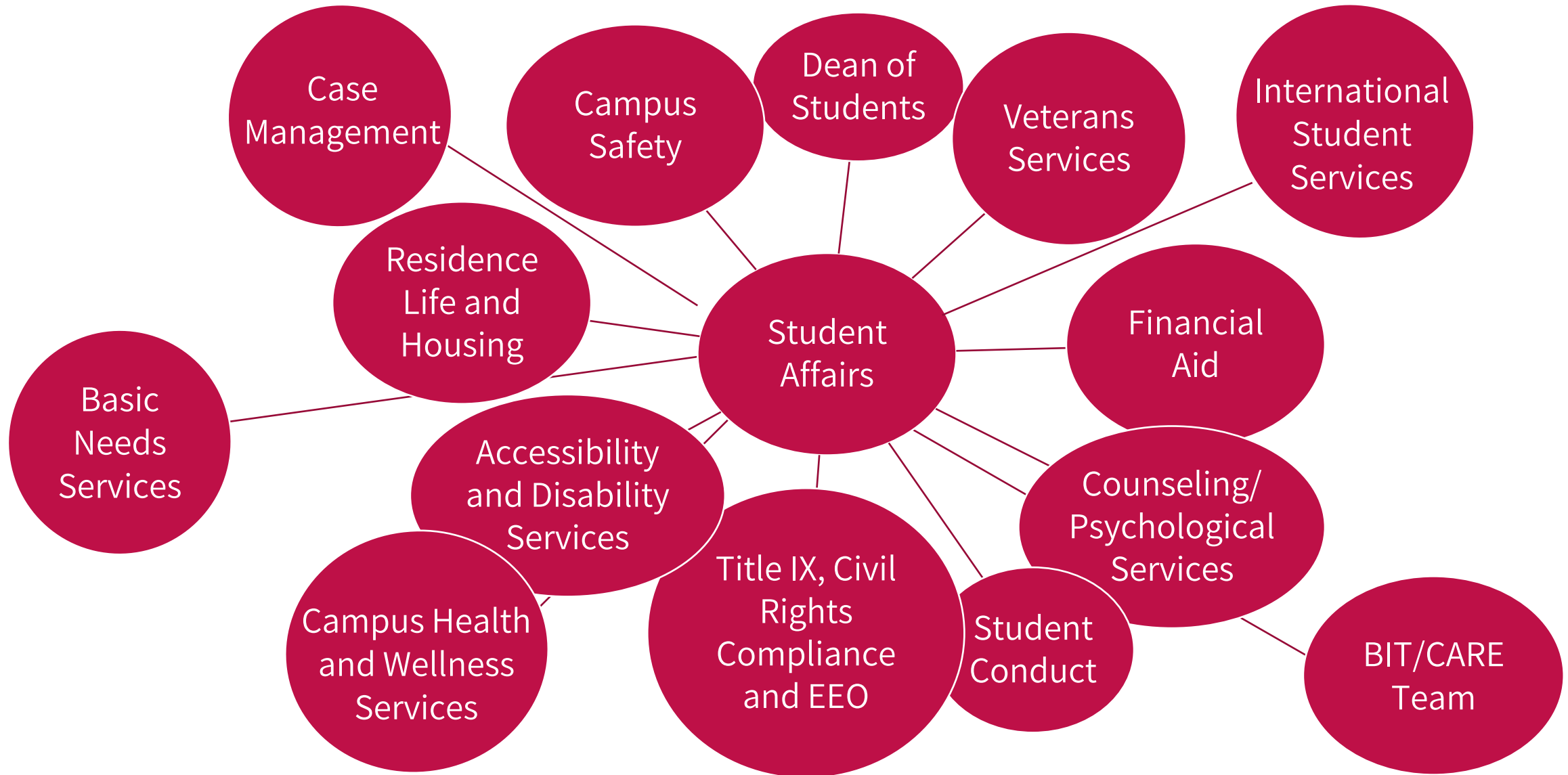
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Defining Key Concepts

- **Organizational design** is how programs, services, roles, and resources are structured to support institutional goals
- **Student success** includes both student outcomes and the comprehensive student experience
- **For this webinar, we examine both through the lens of Student Affairs**

The Student Support Ecosystem



Factors That May Prompt Organizational Change

- Changing compliance expectations
- Enrollment trends
- Evolving student needs
- Financial and resource constraints
- Organizational instability and transition
- Shifting institutional priorities



Warning Signs: Structure Isn't Working

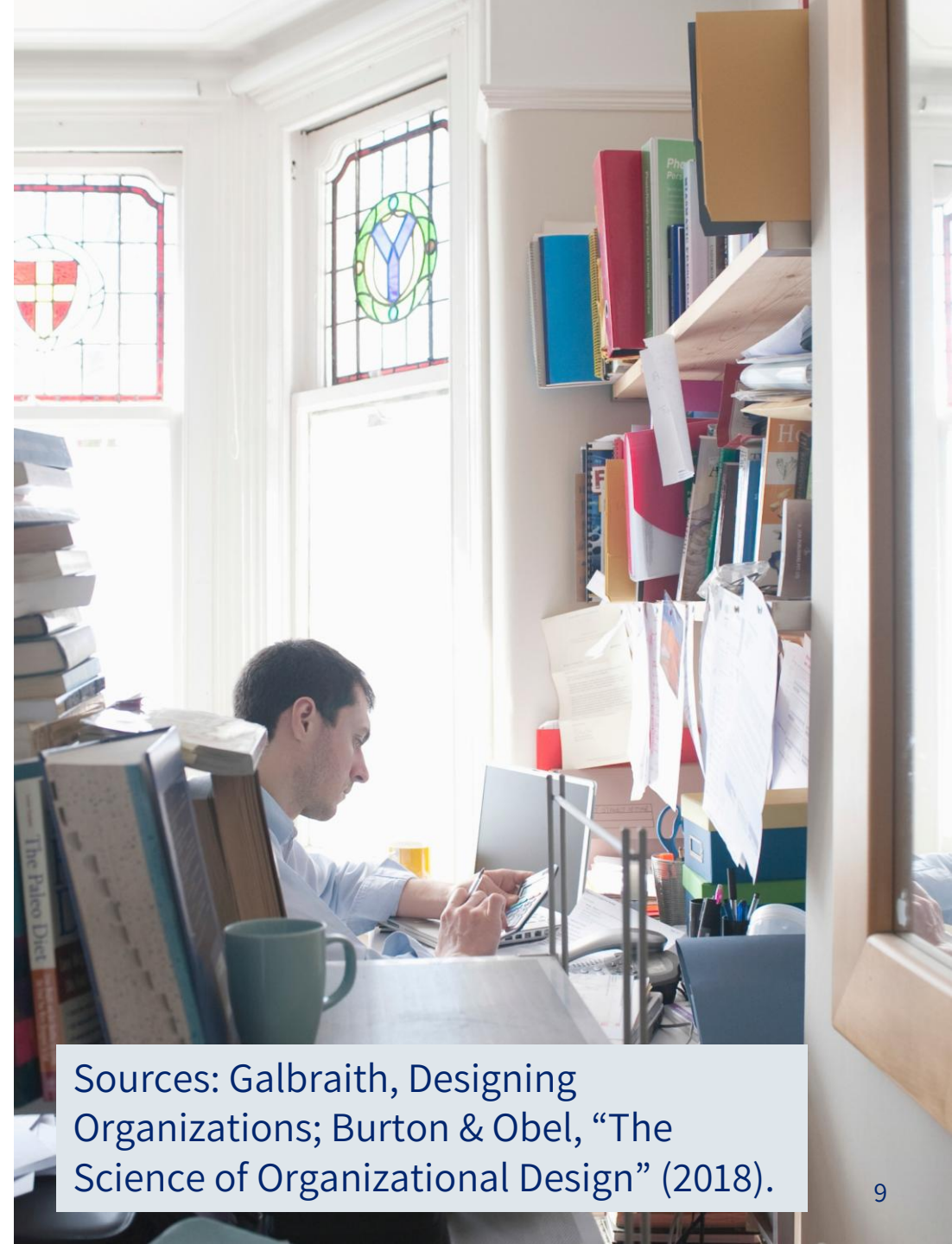
-  Student needs have changed, but roles, staffing, or structures have not
-  Staff are unclear about responsibilities, authority, referrals, or support pathways
-  Programs or offices duplicate services
-  Programs have outgrown available staffing or resources
-  Cross-functional work stalls during handoffs
-  Identified program or office goals no longer match student or institutional needs

Assess Structure Before Problems Arise

- Do our programs and their stated goals still meet student needs?
- Are roles and responsibilities still clear?
- Do staffing and resources match demand?
- Are students navigating services successfully?
- Are our programs producing the outcomes we expect?

Effective Organizational Design Aligns...

- **Purpose:** Programs and services support institutional priorities and student needs
- **Structure:** Roles, responsibilities, reporting relationships, and decision-making are clear
- **Policies, Procedures, and Practices:** Information, referrals, and decisions move effectively across functions
- **People and Resources:** Staffing, expertise, and resources match the work
- **Coordination:** Functions collaborate rather than operate in isolation



Sources: Galbraith, Designing Organizations; Burton & Obel, “The Science of Organizational Design” (2018).

Effective Organizational Design Achieves...

The conditions for collaboration, access, ongoing improvement, and meaningful student support

Clarity

Clear roles,
responsibilities, and
decision-making

Coordination

Consistent
communication,
defined processes, and
shared understanding

Impact

Accessible services and
aligned resources that
support student
retention, well-being,
and engagement

Assess Current State to Identify Needs

Structure

- Duplicated or siloed functions
- Inefficient workflows
- Misaligned reporting relationships
- Staffing or capacity gaps
- Unclear roles or decision-making authority

Programs

- Gaps in access or engagement
- Misalignment with institutional priorities
- Programs no longer align with student needs
- Resources do not match demand
- Unclear outcomes or measures of effectiveness

Policies

- Inconsistent policies across functional areas
- Policies no longer reflect practice
- Policies that create barriers to effective service delivery
- Unclear or conflicting responsibilities

Program Assessment Approaches



Too Narrow

- One department reviewed
- Single leader's perspective
- Student needs are not assessed or are overlooked
- Generic recommendations that are not tailored to the unique needs and culture of your institution
- Issues flagged without a clear implementation plan



Comprehensive

- Examines policies, processes, and structure
- Includes multiple stakeholder perspectives
- Accounts for workload and resources
- Data- and outcomes-driven
- Recommendations tailored to student needs and institutional context
- Includes strategic implementation plan

From Insight to Action

We can help:

- **Assess:** Evaluate structure, programs, staffing, and capacity
- **Recommend:** Develop practical, prioritized improvement plans
- **Implement Changes:** Redesign structures, workflows, and processes
- **Build Capacity:** Train teams and administrators, tailored to your institution
- **Support:** Provide ongoing consultation or interim leadership

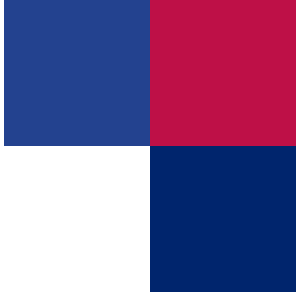
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