

## Administrative Strategic Alignment Framework (Phase 1) University of Arkansas at Pine Bluff

### Introduction

The University of Arkansas at Pine Bluff (UAPB) is operating within a rapidly evolving higher education environment characterized by enrollment shifts, financial pressures, changing workforce expectations, technological transformation, and increased public demand for institutional accountability and measurable outcomes. As Arkansas's only public 1890 land-grant historically Black college and university, UAPB must ensure that its organizational structure, operational model, and resource allocation strategies are aligned with current institutional realities and positioned to support long-term sustainability and student success.

Over time, the University's recurring expenditures, particularly personnel-related expenditures, have increasingly become misaligned with enrollment-driven revenues and current operating capacity. As student full-time equivalency (FTE) has declined, institutional structures and staffing models have not fully adjusted to reflect the changing financial and operational environment. Consequently, the University must engage in a deliberate and strategic process to modernize administrative operations, improve efficiency and accountability, streamline organizational structures, and align expenditures with sustainable revenue projections.

The FY2027 Operational Sustainability Initiative represents a structured and institutionally coordinated effort to assess and implement administrative strategic realignment and operational efficiencies designed to strengthen institutional sustainability while preserving UAPB's core academic mission and commitment to student success.

This effort is not intended to serve as an indiscriminate across-the-board reduction exercise. Rather, it is a strategic institutional realignment initiative grounded in operational stewardship, organizational effectiveness, and long-term institutional sustainability.

### Purpose of the Initiative

The purpose of the Administrative Strategic Realignment is to:

- Align the University's administrative and operational structure with current enrollment and financial realities;
- Modernize and streamline organizational structures and reporting relationships;
- Eliminate unnecessary administrative layering and duplication;
- Improve operational efficiency, accountability, and institutional responsiveness;
- Identify recurring cost reductions necessary to support long-term financial sustainability;
- Preserve and prioritize student-centered and mission-critical operations;
- Establish a sustainable administrative operating model capable of supporting UAPB's future strategic direction.

## **Institutional Context and Strategic Imperative**

UAPB's operating model is heavily influenced by student enrollment and student FTE, which directly impact tuition revenue and state appropriations. Recent enrollment declines, state funding pressures, operational inefficiencies, and structural expenditure imbalances have created significant financial challenges that require immediate and sustained institutional attention.

As articulated through the University's Cash Flow Mitigation and Recovery Strategy presentations, the University must pursue a multi-phased approach to restore financial alignment and operational sustainability. This approach requires both immediate administrative strategic realignment and a longer-term examination of academic sustainability and workforce alignment.

Therefore, the University has established a minimum recurring cost-reduction target of  $\geq$ \$2 million through operational efficiencies, organizational redesign, personnel realignment, and expenditure optimization strategies.

The University's approach prioritizes thoughtful and deliberate planning, operational continuity, institutional stability, legal and policy compliance, and student-centered decision-making.

## **Two-Phase Institutional Realignment Framework**

The University will implement a two-phase institutional realignment process.

- **Phase I: Administrative Strategic Alignment (April 2026 – July 2026)**

Phase I focuses on:

- Administrative organizational restructuring
- Operational efficiency
- Reporting structure modernization
- Vacancy management
- Personnel realignment
- Expenditure reduction
- Operational sustainability

To ensure expediency of action, Phase I will include Chancellor-led executive authority, accelerated planning and implementation, and centralized institutional review and decision-making.

- **Phase II: Academic Portfolio Strategic Alignment (July 2026 – March 2027)**

Phase II focuses on:

- Academic sustainability
- Academic program productivity and viability
- Workforce alignment
- Faculty workload and instructional capacity
- Broader institutional alignment with enrollment and financial realities

Phase II will involve shared governance consultation, faculty and academic leadership engagement, data-intensive analysis, and review of implications associated with University of Arkansas System Policy 405.5 where appropriate.

## Philosophy and Guiding Approach

The Administrative Strategic Alignment Initiative shall be guided by the following five key principles:

- 1. Student Success and Mission Continuity:** Student success, institutional mission fulfillment, and continuity of essential University operations shall remain central to all administrative planning, operational alignment, and organizational restructuring decisions.
- 2. Strategic and Data-Informed Decision Making:** Administrative realignment decisions shall be guided by institutional priorities, operational analysis, financial sustainability considerations, organizational effectiveness, and data-informed assessment of institutional needs and capacity.
- 3. Operational Efficiency and Responsible Stewardship:** The University shall prioritize operational efficiency, organizational modernization, responsible stewardship of institutional resources, and the thoughtful alignment of administrative structures with current and projected institutional realities.
- 4. Organizational Sustainability and Institutional Stability:** The University shall seek to preserve long-term organizational sustainability and institutional stability by prioritizing strategic realignment, operational continuity, risk mitigation, and differentiated approaches to cost reduction rather than arbitrary or across-the-board actions.
- 5. Compliance, Equity, and Institutional Accountability:** All administrative realignment actions shall be implemented in accordance with applicable University policies, contractual obligations, legal requirements, institutional procedures, and principles of equity, accountability, and institutional responsibility.

## Scope of Phase I Work

Phase I work includes:

- Administrative organizational restructuring
- Reporting line redesign
- Consolidation of administrative functions
- Elimination of duplicative structures and positions
- Vacancy elimination and hiring restraint analysis
- Reassignment and redistribution of responsibilities
- Position consolidation and reclassification
- Operational workflow redesign
- Technology optimization and expenditure review
- Vendor, maintenance, and contract analysis
- Administrative staffing alignment
- Operational cost-reduction planning

Please note that Phase I will not include the following actions, which will occur in Phase II:

- academic program elimination;
- faculty retrenchment;
- academic department restructuring requiring shared governance review;
- formal academic retrenchment processes under Policy 405.5;
- or institution-wide academic program discontinuance decisions.

1200 North University Drive, Mail Slot 4982 · Pine Bluff, AR 71601  
Office: (870) 575-8470 · Fax: (870) 575-4645 · Email: [chancellor@uapb.edu](mailto:chancellor@uapb.edu)

[www.uapb.edu/chancellor](http://www.uapb.edu/chancellor)  
UAPB is an Equal Opportunity Employer

## Executive Review and Assessment Team

The University shall convene a centralized Executive Review and Assessment Team to support implementation of Phase I. The Executive Review and Assessment Team shall consist of:

- Chancellor
- Vice Chancellor for Finance and Administration
- Chief of Staff
- Director of Human Resources
- Institutional Research (as needed)
- University of Arkansas System Counsel/General Counsel (as appropriate)

The Executive Review and Assessment Team serves in an advisory and operational review capacity to support the Chancellor in evaluating divisional realignment recommendations, assessing operational and financial implications, ensuring institutional alignment, and facilitating coordinated implementation planning.

Final decisions regarding organizational restructuring and personnel actions remain under the authority of the Chancellor in consultation with appropriate institutional and system leadership.

## Responsibilities of the Executive Review and Assessment Team

The Executive Review and Assessment Team shall be responsible for five primary responsibilities designed to protect the institution during its execution of the strategic alignment:

### 1. Organizational Structure Assessment

- reviewing proposed future-state divisional organizational structures;
- evaluating span of control, reporting layers, and organizational efficiency;
- identifying opportunities for consolidation and modernization;
- assessing duplication and operational redundancy;
- and evaluating operational feasibility and institutional alignment.

### 2. Personnel Alignment Review

- assessing vacant and filled positions;
- evaluating opportunities for reassignment and consolidation;
- reviewing staffing structures relative to operational necessity;
- and assessing the alignment of positions with institutional priorities and operational needs.

### 3. Financial and Operational Analysis

- validating projected cost savings;
- reviewing recurring versus one-time savings;
- assessing payroll and budgetary implications;
- evaluating operational continuity risks;
- and ensuring alignment with institutional cost-reduction targets.

#### 4. Risk and Compliance Review

- assessing legal and HR implications;
- reviewing compliance-sensitive and safety-critical functions;
- identifying institutional risk exposure;
- and ensuring adherence to applicable institutional and system policies.

#### 5. Transition and Implementation Planning

- developing implementation sequencing;
- coordinating transition planning and operational continuity;
- assisting with communications planning and implementation protocols;
- and supporting organizational stabilization during implementation.

### Methodology and Review Process

The Administrative Strategic Realignment Initiative shall proceed through the following process:

1. Vice Chancellors develop divisional reduction and organizational realignment plans;
2. Divisional plans are submitted for centralized review;
3. Evaluation of operational, financial, structural, and personnel implications;
4. Scenarios are refined and assessed for feasibility and sustainability;
5. HR and legal/policy implications are reviewed;
6. Chancellor reviews and approves final implementation recommendations;
7. Transition planning and implementation sequencing are finalized;
8. Approved organizational and operational changes are implemented in phases.

### Personnel Review Philosophy and Sequencing Framework

The University shall pursue personnel-related cost reductions and operational alignment using the following sequencing hierarchy:

#### Tier I — Non-Personnel Operational Efficiencies

- technology optimization;
- maintenance agreement review;
- vendor and contract assessment;
- procurement controls;
- discretionary expenditure reduction;
- and operational spending efficiencies.

#### Tier II — Vacancy Management

- elimination of vacant positions;
- review of recently vacated positions;
- discontinuation of inactive or non-essential searches;
- and reassessment of future hiring needs.

### Tier III — Organizational Realignment

- consolidation of administrative functions;
- flattening of reporting structures;
- centralization of duplicative operations;
- and redesign of workflows and operational responsibilities.

### Tier IV — Personnel Mitigation Strategies

- reassignment of duties;
- redistribution of responsibilities;
- reclassification opportunities;
- attrition management;
- and other operational mitigation strategies.

### Tier V — Filled Position Elimination

The elimination of currently filled positions shall be considered only after the University has assessed earlier operational mitigation strategies and determined that additional action is necessary to achieve sustainable operational alignment and financial targets.

### Timeline and Key Milestones

The Administrative Strategic Alignment Initiative will be a structured review process designed to ensure thoughtful planning, data-informed analysis, and alignment with institutional priorities and governance expectations. The timeline below outlines the major stages of the review process, associated activities, and projected implementation sequencing.

Milestone	Timeline
Chancellor issues divisional reduction planning charge	Tuesday, April 21, 2026
Divisional analysis and planning period	April 21 – May 5, 2026
Vice Chancellors submit divisional plans	Tuesday, May 5, 2026
Chancellor preliminary review period	May 6 – May 12, 2026
Executive Review and Assessment Team convenes	Wednesday, May 13, 2026
Feasibility and operational assessment period	May 14 – May 20, 2026
Scenario refinement and organizational modeling	May 21 – May 27, 2026
HR/Legal/Policy Review and Consultation	May 28 – June 3, 2026
Finalization of Phase 1 Recommendations	June 4 – June 10, 2026
Executive implementation planning preparation	June 11 – June 17, 2026
Initial implementation and personnel transition activities	June 18 – June 24, 2026
Back-end processing and organizational alignment	June 25 – June 30, 2026
Official launch of new administrative structure	July 1, 2026

## Communications and Confidentiality Expectations

The University is committed to providing clear, thoughtful, and timely communication throughout the implementation process while balancing the need for operational planning and personnel confidentiality.

## Required Deliverables

The Administrative Strategic Realignment Initiative shall produce the following deliverables:

- Future-state organizational structure recommendations;
- Updated organizational charts;
- Position action matrices;
- Recurring cost savings analyses;
- Operational impact assessments;
- Transition and implementation plans;
- Risk and mitigation analyses;
- Communications recommendations;
- Implementation sequencing recommendations.

## Anticipated Outcomes

The Administrative Strategic Realignment Initiative is intended to result in:

- A streamlined and sustainable administrative structure
- An improved operational efficiency and accountability
- Stronger alignment between institutional structure and enrollment realities;
- Recurring operational cost savings;
- Sustainable operational foundation capable of supporting UAPB's long-term strategic priorities and student success mission.

## Conclusion

The Administrative Strategic Realignment Initiative represents a necessary and deliberate effort to align UAPB's organizational structure and operational model with current institutional realities and long-term sustainability goals.

Strategic realignment is not solely a cost-reduction exercise. It is an opportunity to thoughtfully redesign institutional operations, strengthen accountability, improve efficiency, and position the University to better fulfill its mission as Arkansas's public 1890 land-grant historically Black college and university.

Through disciplined planning, operational stewardship, and student-centered decision-making, UAPB seeks to build a stronger, more sustainable, and more effective institution positioned to serve future generations with excellence, innovation, and impact.