



Dotted/Solid Line Principles

University operational units that report to a Vice President are being centralized, i.e., Facilities, Finance, Human Resources, Information Technology, and Marketing/Communications (collectively “university operational services”). In carrying out this centralization, the following principles will apply:

1. A matrix organizational structure will be used, with dotted and solid reporting lines.
2. Employees who perform university operational services will have a solid line to the applicable Vice President and a dotted line to the local unit leader, i.e., dean, department head, unit director, etc., where they are assigned.
3. The dotted line represents the operational, day-to-day working relationship. The local unit leader has direct access to the operational services teams to request services to support the unit. The operational services teams assigned to the unit are responsible for responding to the local unit leader’s requests and enacting proactive measures to meet customer demands.
4. The solid line represents the accountability to comply with the strategic direction, operational framework, and policy relating to the operational services as set by the applicable Vice President. In carrying out the request for operational services made by the unit leader, the operational services team is accountable to the applicable Vice President for how the request is carried out. Both the Vice President and the unit leader participate in the evaluation of services rendered.
5. Within the unit, how the leader interacts with the operational services teams is up to the leader. The leader may use a direct dotted line relationship or use a coordinator position to assist in communicating with the operational leads, such as HR, IT, Facilities, and Finance.
6. Office supplies and equipment will remain on the budget of the local unit and will be available for use by the local unit employees and the operational services team assigned to that unit.
7. The successful implementation of centralization requires communication, coordination, collaboration, and cooperation from all individuals within this structure. The unit head must be able to achieve effective day-to-day operations in his/her unit and makes the request for operational services. The Vice President over the operational service decides how to meet that request, providing the highest level of customer service, and achieving the overall strategic direction of the President’s Office.