

**From:** Zora Mulligan <[Zora.Mulligan@dhe.mo.gov](mailto:Zora.Mulligan@dhe.mo.gov)>

**Date:** Monday, August 7, 2017 at 2:10 PM

**To:** "DHE.Presidents - 2-Year" <[PRES2YR@dhe.mo.gov](mailto:PRES2YR@dhe.mo.gov)>, "DHE.Presidents - 4-Year" <[PRES4YR@dhe.mo.gov](mailto:PRES4YR@dhe.mo.gov)>

**Cc:** "DHE.Senior Staff" <[SeniorStaff@dhe.mo.gov](mailto:SeniorStaff@dhe.mo.gov)>

**Subject:** Info request

Hello all,

The Governor's Office has asked the department to collect several pieces of information from each institution.

1. **Spans and layers.** A spans and layers analysis provides information about the number of employees in each manager's control and the number of layers between top leadership and frontline employees. The attached PDF provides an example and explanation of how to complete this analysis for your institution, and the attached Word document provides a template you can use.
2. **Organizational changes.** Please provide an organizational chart and indicate any significant changes made in the last 10 years.
3. **Program rankings.** The attached Excel document provides a template you can use to list academic programs that have been ranked or accredited. You only need to list the programs that have been ranked or accredited.
4. **Program closures or reductions.** Please list the programs that have been closed or reduced in the last 10 years.
5. **Academic collaborations.** Please list any academic programs in which you collaborate with another institution(s) and describe the nature of the collaboration.
6. **Back-office collaborations.** Please list any back-office functions you collaborate with another academic institution to provide and describe the nature of the collaboration.

The deadline to provide this information is Friday, September 8. You can send it directly to me. Please let me know if you have questions.

Thanks in advance,

Zora



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