



University of Connecticut

Organizational Needs Assessment

Findings & Recommendations Overview

Presentation to University Senate

April 6, 2026

Background and Context

Methodology

Segal conducted a comprehensive assessment that included the following components:

Documentation Review

A comprehensive review of data and documentation provided, including organizational charts, strategic plans, and other relevant information



Information-Gathering Meetings

One-on-one interviews and focus groups with approximately 350 stakeholders including University leaders, faculty, and staff



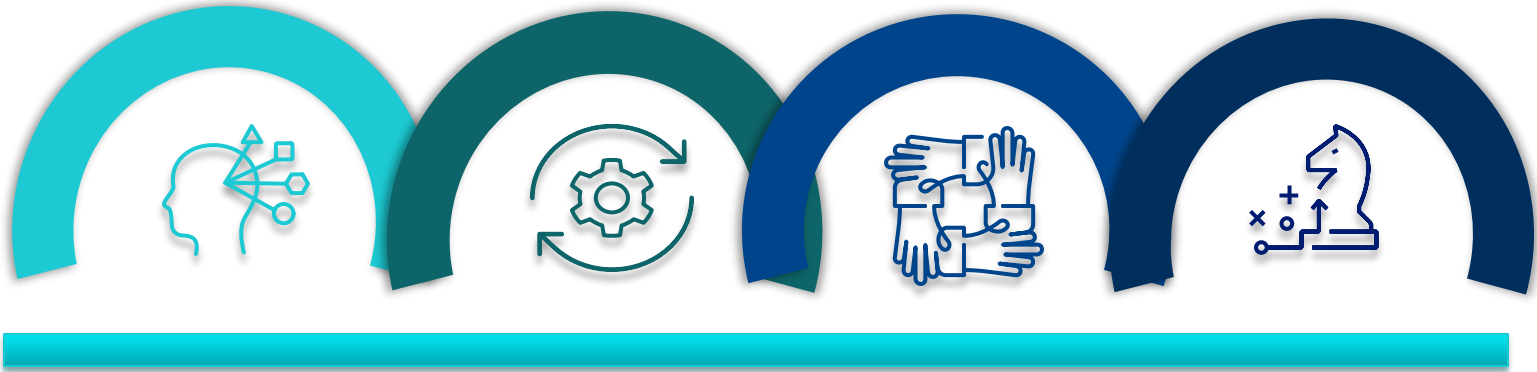
Best Practices Review

Analyzing detailed findings surfaced in the interviews, we applied our knowledge and experience to craft recommendations unique to the needs of the University of Connecticut



Assessment Findings

The assessment revealed the following opportunities and challenges:



Organizational Structure & Service Delivery Model

Units operate largely in a decentralized way, which results in administrative inefficiencies and limited opportunities for leveraging economies of scale

Processes, Technology, & Systems

Burdensome processes and disconnected systems are creating administrative burdens

Culture & Morale

Low morale is prevalent across the institution, driven largely by ongoing uncertainty

Strategic Direction

There is a need for clearer strategic direction and stronger alignment of organizational priorities

Assessment Recommendations

Thematic Summary

1

Organizational Structure & Service Delivery Model

Develop a new organizational model for the major functions (HR, Finance, Marketing/Communications, etc.) that is structured to develop specialized expertise, unify processes, standardize systems and technologies, and achieve efficiencies and economies of scale

2

Processes, Technology, & Systems

Reconfigure and redesign key processes, revise policies, and adapt technologies and systems to align to a new structure

3

Culture & Morale

Initiate a cultural transformation initiative

4

Strategic Direction

Refresh the strategic plan