Restructuring Academic Units

September 9, 10, & 13, 2024

BULG 422

Listen to Understand,
Not to Respond

"Yes, And,"
Not "No, But"

Reorganizing & Realigning

Past Activities
- Increased Academic Efficiency
- Reduced Curricular Complexity
- Reviewed EAB Academic Program Portfolio
- Merged departments and moved programs

Future Direction
- Three schools will become two units
- Additional departments may be merged, split, or moved into a different unit
- New departments may be created
- Faculty may be moved into different departments

Reasons to Reorganize

- Student, community, faculty, and institutional support structures are mismatched
    - High-demand programs are unable to accommodate enrollment growth
    - Faculty in fast-growing fields struggle to get support for promising new areas
- Competition for students, federal grants, top faculty, philanthropy, and community partnerships requires the identification of distinctive areas
    - Align program offerings, academic structures, and incentives with areas of institutional distinctiveness
- Align instructional costs with student demand without drastic program cuts

Unit Heads and Subunit Leads

- **Unit Heads:** administrative, budgetary, scheduling, and strategic oversight over multidisciplinary units.

- **Subunit Leads:** elected or appointed to coordinate curricula and serve as shared governance representatives for flexible groupings of faculty in one or more units.

Task Force

- Ensures that faculty, staff, students, and administrators have input into the structure and goals of the reorganization.

- Provides dedicated spaces to discuss and recommend decisions.

- Task force and ad-hoc groups will sunset after tasks are complete.

Examples of Ad-hoc Groups

- **Committee Structure**: how will committee representation change in the new structure?
- **Promotion and Tenure**: how must faculty evaluation adapt for a new organization?
- **Academic Unit Evaluation**: how will each unit's performance be assessed?
- **Student Success**: how will the reorganization affect students?
- **Administrative Staff**: how will administrative staff roles change?
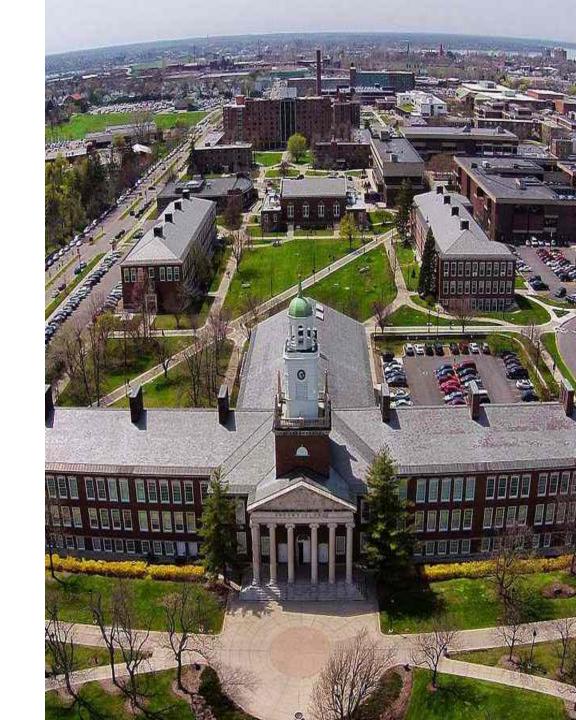- **Process Improvement**: what logistical changes need to be made as part of reorganization?

Reorganization Phases

- **Phase I**: announcement of the upcoming reorganization, solicitation of campus feedback, and creation of task force and ad-hoc groups.

- **Phase II**: faculty-led task force and ad hoc groups recommend the details of the new structure and related processes, determine administrative structure, select and train leadership, and adjust budget.

- **Phase III**: administration and programs are reorganized, transition to new committee structures in units and institution-wide, researching opportunities for additional curricular streamlining and new programs to launch.

Keep in Mind

Excellence gets reduced to acceptable. Before long, acceptable doesn't seem worth the sweat if you can get by with adequate. And once you buy into adequate, mediocrity is only a breath away. It is human nature to "just get by." Either the standard is maintained at top-quality level, or you can forget it.

Charles Swindoll

Option 1 – Two Unit Model

Arts and Sciences	Education and Applied Professions
•Africana Studies •Anthropology •Art Conservation •Art and Design •Arts and Letters •Biology •Chemistry •Communication •Geosciences •English •History and Social Studies Education •Mathematics •Modern and Classical Languages •Music •Philosophy •Physics •Psychology •Sociology •Television and Film Arts •Theater •Women and Gender Studies • Great Lakes Center •Performing Arts Center	•Business, Economics, and Public Administration (effective Fall 2025) •Career, Technology, and Science Education •Creativity and Change Leadership •Criminal Justice •Computer Information Sciences •Elementary Education, Literacy, and Educational Leadership •Engineering Technology •Exceptional Education (includes TESOL and Bilingual inclusive Education programs) •Fashion and Textile Technology •Health, Nutrition, and Dietetics •Higher Education Administration and Adult Education (effective August 2024) •Hospitality and Tourism •Social Work •Social and Psychological Foundations of Education •Speech Language Pathology • International Graduate Program for Educators (IGPE) •Small Business Development Center •Urban Teacher Center and Teacher Diversity

Option 2 – Two Units with Subunits

Arts, Humanities, & Sciences			Education & Applied Professions	
Arts	Humanities and Social Sciences	Life and Physical Sciences and Math	Education	Applied Professions
• Art Conservation • Art and Design • Arts and Letters • Music • Television and Film Arts • Theater • Performing Arts Center	• Africana Studies • Anthropology • Communication • English • History and Social Studies Education • Modern and Classical Languages • Philosophy, Political Science, and Planning • Psychology • Sociology • Women and Gender Studies	• Biology • Chemistry • Geosciences • Health, Nutrition, and Dietetics • Mathematics and Data Science & Analytics • Physics • Great Lakes Center	• Career, Technology, and Science Education • Elementary Education, Literacy, and Educational Leadership • Exceptional Education (includes TESOL and Bilingual Inclusive Education programs) • Higher Education Administration and Adult Education • Social and Psychological Foundations of Education • International Graduate Program for Educators (IGPE) • Urban Teacher Center and Teacher Diversity	• Business, Economics, and Public Administration • Creativity and Change Leadership • Criminal Justice • Computer Information Sciences • Engineering Technology • Fashion and Textile Technology • Hospitality and Tourism • Social Work • Speech Language Pathology • Small Business Development Center

Ideas