

## Fall 2015 Reorganization Draft Update November 4, 2015 (v. 2.0)

### Preamble:

*Building on Excellence* charges the institution to transform itself into a University whose organizational structures are strategically arranged so as to facilitate excellence in teaching and learning (Academics Objective 2.1; pg. 10). Additionally, the plan calls for a review of existing organizational structures to ensure they are strategically aligned to facilitate excellence in all areas of University operations and to support the University's mission (Sustainability Objective 2.1; pg. 20). The senior administration of Academic Affairs recognizes that the current structure of the division is not sustainable in terms of the allocation of both administrative support and administrative complexity. In addition, it is not clear that the current structure is facilitating pedagogical synergy as well as we could. In that context, a reorganization conversation that began in one college, CAS, expanded to thinking about all of the academic colleges.

The senior leadership of the Academic Affairs division is committed to ensuring all of our resources, including human and financial, facilitate excellence in teaching and learning. To that end, we envision this reorganization as the creation of new colleges, not the absorbing of some departments into existing colleges. In this sense, we are committed to ensuring that what a faculty member experiences at WCU is not strictly tied to the SCH production of a particular college, but rather, that all faculty can have equitable support of their teaching and their professional development and that the reorganization does not diminish faculty resources.

**Small group members:** Deans' Council (Linda Adams, Laurie Bernotsky, Tim Blair, Jeff Osgood, Michelle Patrick, Lori Vermeulen, Ken Witmer), Jen Bacon, Page Buck, Kevin Dean, Mark Rimple, Harvey Rovine, Jack Waber

### Operating Principles:

- A reorganization needs to take place within the overarching context of what makes sense academically and pedagogically. The goal is to more evenly distribute administrative support, administrative complexity, the production of student credit hours, and potentially build on pedagogical and/or disciplinary commonalities in ways that improve upon our current organizational structure.
- A further goal of the reorganization is to provide equity to faculty and departments in terms of their ability to serve students, engage in professional development, and in strategic programming and initiatives.
- This process focuses on moving whole departments. Interdisciplinarity continues to be a very valuable feature of academic offerings at WCU and we need to support and encourage interdisciplinarity. It is important to note that the rationale for initially locating interdisciplinary programs apart from departments was meant to insure their unique identities and resource needs would not be subsumed by those of departments. Conversations are ongoing with these programs about where they will ultimately want to reside and an idea for a school to house a group of these programs is also being developed. In that context, while we need to know where whole departments will "land" by November 18th, there is time to continue discussions about interdisciplinary links and potential groupings past November 18th.
- Resources (both human and financial) will travel with departments and programs. Here is an example of what would be typically included when we talk about resources travelling:
  - Permanent faculty lines
  - Related FTE of temporary faculty (based on SCH needed to be delivered)
  - Departmental operating budgets
  - Faculty development dollars (both central and historical investments from deans)
  - AWA (both central and historical investments from deans) within the constraints of the CBA
  - In addition, though it is not a resource per se, the goal of the reorganization process within the broader context of hiring into our enrollment growth is that departmental class size targets (ratios) should not increase
- A further operating principle is that space is an important resource and we will need to continue to actively pursue both appropriate teaching and research space. Much of this is detailed in the updated Facilities Master Plan which is being finalized and is expected to be shared soon with the campus.
- We are aware that there are many moving parts to the implementation of the reorganization and we are committed to providing a more detailed list of the steps for the implementation. We will also develop a working draft of a timeline that can be updated as needed (adding steps if needed) as we work through the implementation. For example, finalizing college names would need to take place in Spring 2016.
- We will evaluate the extent to which the reorganization has been successful.

## Forums/Small Group Meeting Update

- In October, seven open forums were held and feedback was collected there and through the website.
- The small group (described in the timeline from the first posting) met to discuss feedback on October 27<sup>th</sup>.
- The draft below has been updated to reflect that feedback. Most of the feedback regarding where programs would end up had to do with interdisciplinary programs. Conversations are ongoing with these programs about where they will ultimately want to reside and an idea for a school to house a group of these programs is being developed.
- In a change from the first draft, programs and departments have now been listed separately. Because this reorganization is about moving whole departments, discussions can continue amongst the interdisciplinary programs and the ways in which they will be connected to departments past the November 18<sup>th</sup> deadline. **Changes between versions have been highlighted in yellow.**
- The small group will meet again on November 10<sup>th</sup> to discuss both feedback from version 1.0 received after October 27<sup>th</sup> as well as any additional feedback to version 2.0. A third version will then be developed and shared.

## Reorg Draft v. 2.0

### College of Arts and Humanities

#### Departments

- Applied Music
- Art and Design
- Communication Studies
- English
- History
- Languages and Cultures,
- Music Education
- Music Theory, History, and Composition
- Philosophy
- Theatre and Dance

#### Programs

- **Holocaust and Genocide Studies**
- **Linguistics**
- Liberal Studies: Humanities
- **Peace and Conflict Studies**
- Teaching English to Speakers of Other Languages (TESOL)

### College of Business and Public Management

- Accounting
- Criminal Justice
- Economics and Finance
- Geography and Planning
- Management
- Marketing
- Public Policy and Administration

### College of Education and Social Work

#### Departments

- Counselor Education
- Early and Middle Grades
- Graduate Social Work
- Literacy
- Professional and Secondary Education
- Special Education
- Undergraduate Social Work

#### Programs

- **Youth Empowerment and Urban Studies**

### College of Health Sciences

- Communication Sciences and Disorders
- Health
- Kinesiology
- Nursing
- Nutrition
- Sports Medicine

### College of Science and Social Science

#### Departments

- Anthropology and Sociology
- Biology
- Chemistry
- Computer Science
- Geology and Astronomy
- Mathematics
- Physics
- Political Science
- Psychology

#### Programs

- Liberal Studies: Science
- PPD
- Pre-Med

### Interdisciplinary Studies (Dean of Graduate and Interdisciplinary Studies)

- African American Studies\*\*
- Ethnic Studies\*\*
- Honors College
- Latin American and Latino Studies\*\*
- Professional Studies
- Women's and Gender Studies\*\*

\*\* ongoing discussions about where programs will reside or waiting for feedback

### **School of Social Change (idea under discussion)**

- **Could house a group of interdisciplinary programs under one of the Deans**