

War Stories and Lessons Learned: Case Studies of Academic Reorganization

CCAS Annual Meeting
November 2, 2012

Lynn Kuzma, University of Southern Maine

Larry Rogers, Oregon State University

Steve Winteregg, Cedarville University

Doug Davenport, Truman State University

Why the Interest in Reorganization?

- **Push for increased accountability**
- **Economic conditions create pressures to reduce costs**
- **Enrollment concerns**
- **Desire for flexibility and ability to respond to new opportunities**
- **Aligning structure with mission**
- **Enhancing organizational effectiveness**

Council of Colleges of Arts and Sciences

Larry Rodgers, Dean, College of Liberal Arts; Executive Dean,
Division of Arts & Sciences



Divisional Administrative Structures

Healthy People

Division of Health Sciences: Colleges of

- Pharmacy
- Public Health & Human Sciences
- Veterinary Medicine

Healthy Economy

Division of Business & Engineering: Colleges of

- Business
- Engineering

Division of Arts & Sciences: Colleges of

- Education
- Liberal Arts
- Science

Healthy Planet

Division of Earth System Sciences: Colleges of

- Agricultural Sciences
- Earth, Ocean, & Atmospheric Sci
- Forestry

College of Liberal Arts, Pre-2012

**Provost & Executive
Vice President**

Dean, Liberal Arts

Art Department

**New Media
Communications Prog**

Associate Dean

Anthropology Dept

Philosophy Dept

Assoc Dean [1/2 time]

English Department

Political Science Dept

Head Advisor

Economics Dept

Psychology Dept

**Liberal Studies
Program**

Ethnic Studies Dept

Sociology Department

**Foreign Languages &
Literatures Dept**

**Speech Communications
& Theater Arts Dept**

History Department

Women Studies Prog

Music Department

College of Liberal Arts, Current

**Provost & Executive
Vice President**

Dean, Liberal Arts

**Director, School of
Arts and
Communication:**

Art
Music
New Media
Communications
Speech
Communication
Theatre Arts

**Director, School of
History, Philosophy,
and Religion:**

History
Philosophy

**Director, School of
Language, Culture,
and Society:**

Anthropology
Ethnic Studies
Foreign Languages
and Literatures
Women Studies

**Director, School of
Psychological
Sciences:**

Psychology

**Director,
School of Public
Policy:**

Economics
Political Science
Sociology

**Director,
School of Writing,
Literature, and Film:**

English
Writing

Associate Dean

Assoc Dean [1/2 time]

Head Advisor

**Liberal Studies
Program**

**Communications
Coordinator**

Web Services

TWO EXAMPLES OF REORGANIZATION

AVP

```
graph TD; AVP[AVP] --- D1[DEAN]; AVP --- D2[DEAN]; AVP --- D3[DEAN]; AVP --- D4[DEAN]; D1 --- S1[School of Engineering, Nursing, and Science]; D2 --- S2[School of Health and Human Performance]; D3 --- S3[School of Humanities, Fine Arts, and Bible]; D4 --- S4[School of Social Sciences and Professional Studies];
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DEAN

School of
Engineering,
Nursing, and
Science

DEAN

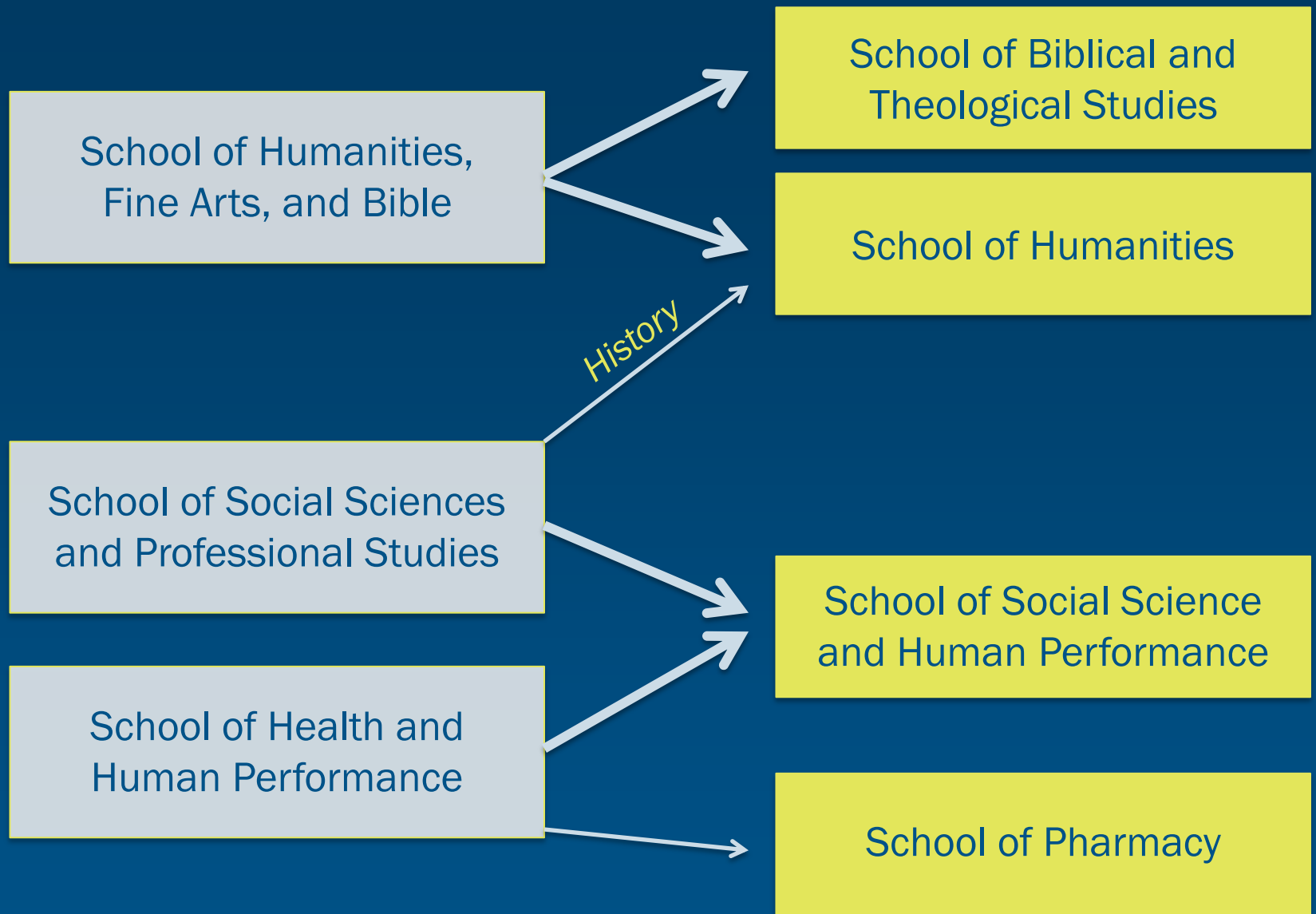
School of
Health and
Human
Performance

DEAN

School of
Humanities,
Fine Arts,
and Bible

DEAN

School of
Social
Sciences and
Professional
Studies



AVP

```
graph TD; AVP[AVP] --- S1[DEAN School of Biblical and Theological Studies]; AVP --- S2[DEAN School of Humanities]; AVP --- S3[DEAN School of Natural and Applied Sciences]; AVP --- S4[DEAN School of Social Sciences and Human Performance]; AVP --- S5[DEAN School of Pharmacy];
```

DEAN

School of
Biblical and
Theological
Studies

DEAN

School of
Humanities

DEAN

School of
Natural and
Applied
Sciences

DEAN

School of
Social
Sciences
and Human
Performance

DEAN

School of
Pharmacy

CHARACTERISTICS

- Done quickly
- Without faculty input
- Bad transition
- Feeling of distrust
- Importance of good files
- Top-Down structure

AVP

```
graph TD; AVP[AVP] --- D1[DEAN]; AVP --- D2[DEAN]; AVP --- D3[DEAN]; AVP --- D4[DEAN]; AVP --- D5[DEAN]; D1 --- S1[School of Biblical and Theological Studies]; D2 --- S2[School of Humanities]; D3 --- S3[School of Natural and Applied Sciences]; D4 --- S4[School of Social Sciences and Human Performance]; D5 --- S5[School of Pharmacy];
```

DEAN

School of
Biblical and
Theological
Studies

DEAN

School of
Humanities

DEAN

School of
Natural and
Applied
Sciences

DEAN

School of
Social
Sciences
and Human
Performance

DEAN

School of
Pharmacy

AVP

```
graph TD; AVP[AVP] --- C1[College of Arts and Sciences]; AVP --- C2[College of Health Professions]; AVP --- C3[College of Professions]; AVP --- C4[College of Extended Learning]; AAVP1[AAVP] --- C1; AAVP2[AAVP] --- C2; AAVP3[AAVP] --- C3; AAVP4[AAVP] --- C4;
```

AAVP

College of
Arts and
Sciences

AAVP

College of
Health
Professions

AAVP

College of
Professions

AAVP

College of
Extended
Learning

CHARACTERISTICS

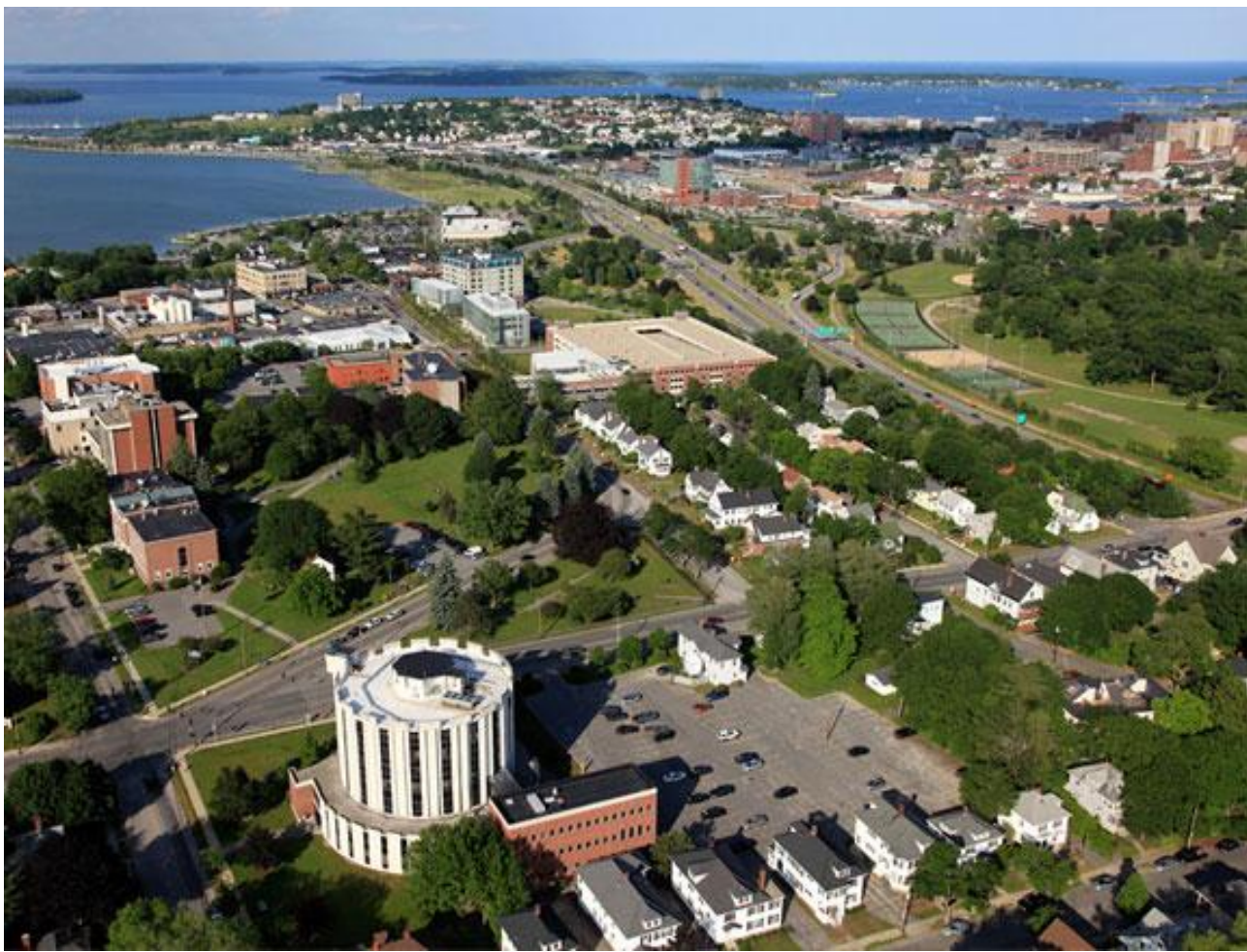
1. Done quickly
2. Without faculty input
3. Bad transition
4. Feeling of distrust
5. Importance of good files
6. Top-Down structure

CHARACTERISTICS

1. Time to process
2. Faculty input
3. Smooth changeover
4. Eased feelings of distrust
5. Importance of good files
6. Faculty governance

Academic Reorganization at an Urban, Regional, Comprehensive University

Dr. Lynn M. Kuzma, Dean



Urban Regional Comprehensive University

10,000 students

Portland Campus

College of Arts, Humanities, and Social Sciences

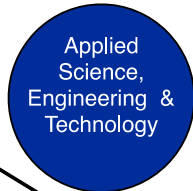
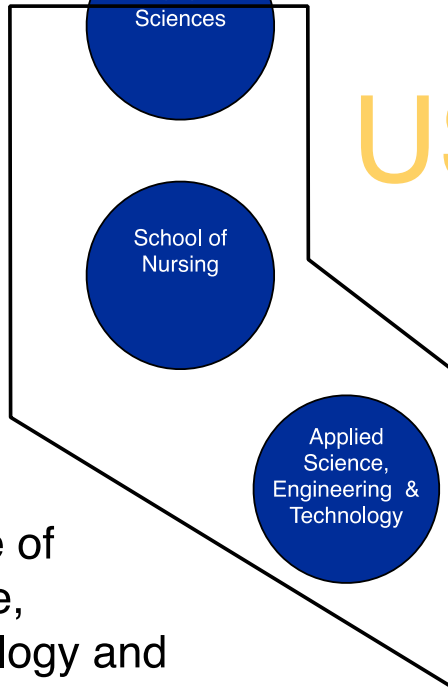
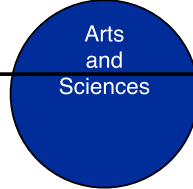


UNIVERSITY OF
SOUTHERN MAINE

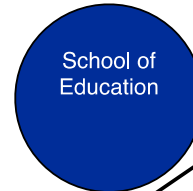
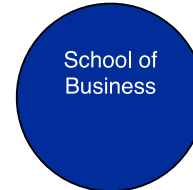
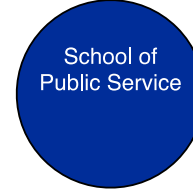
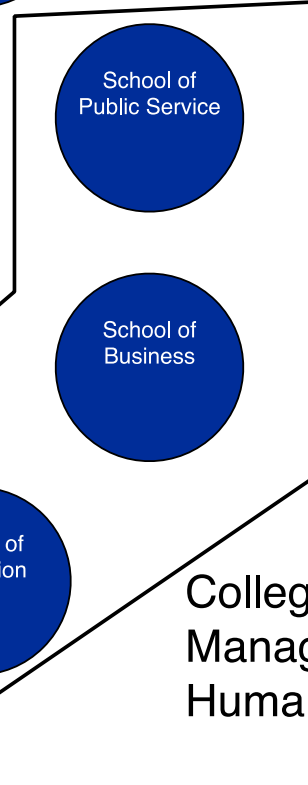
Reorganization Phase #1

8 Colleges to 5

College of Arts,
Humanities, and
Social Sciences



USM



College of
Management and
Human Service

College of
Science,
Technology and
Health

College of Arts, Humanities and Social Sciences



Faculty:
117

Professional and
Classified Staff: 32

Majors:
2,115

Operating Budget:
\$16,800,000

Degree Programs

Baccalaureate Degrees

Art (B.A. or B.F.A.)
Communication
Criminology
Economics (B.A. or B.S.)
English
French
History
Media Studies
Music (B.A. or B.M.)
Philosophy
Political Science
Sociology
Theatre

Self-Designed Majors

Classical Humanities
Classical Studies
Foreign Languages
German Studies
Hispanic Studies
International Studies
Russian Studies
Social Science

Graduate Degree Programs

American and New
England Studies (M.A.)
Creative Writing (M.F.A.)
Music (M.M.)

The *College of Arts, Humanities, and Social Sciences* is the public liberal arts college of Maine's cultural and professional center. We offer our diverse community of learners a high quality, affordable education with opportunities for engaged research, scholarship, and creative activity under the mentorship of a distinguished faculty. Our location makes possible unique prospects for internships and service learning that complement our strong liberal arts and professional degrees at both the undergraduate and graduate levels. We teach students to reason effectively, write clearly, speak persuasively, think critically and ethically, and appreciate cultural diversity in order to meet the challenges of a rapidly changing and increasingly global community.



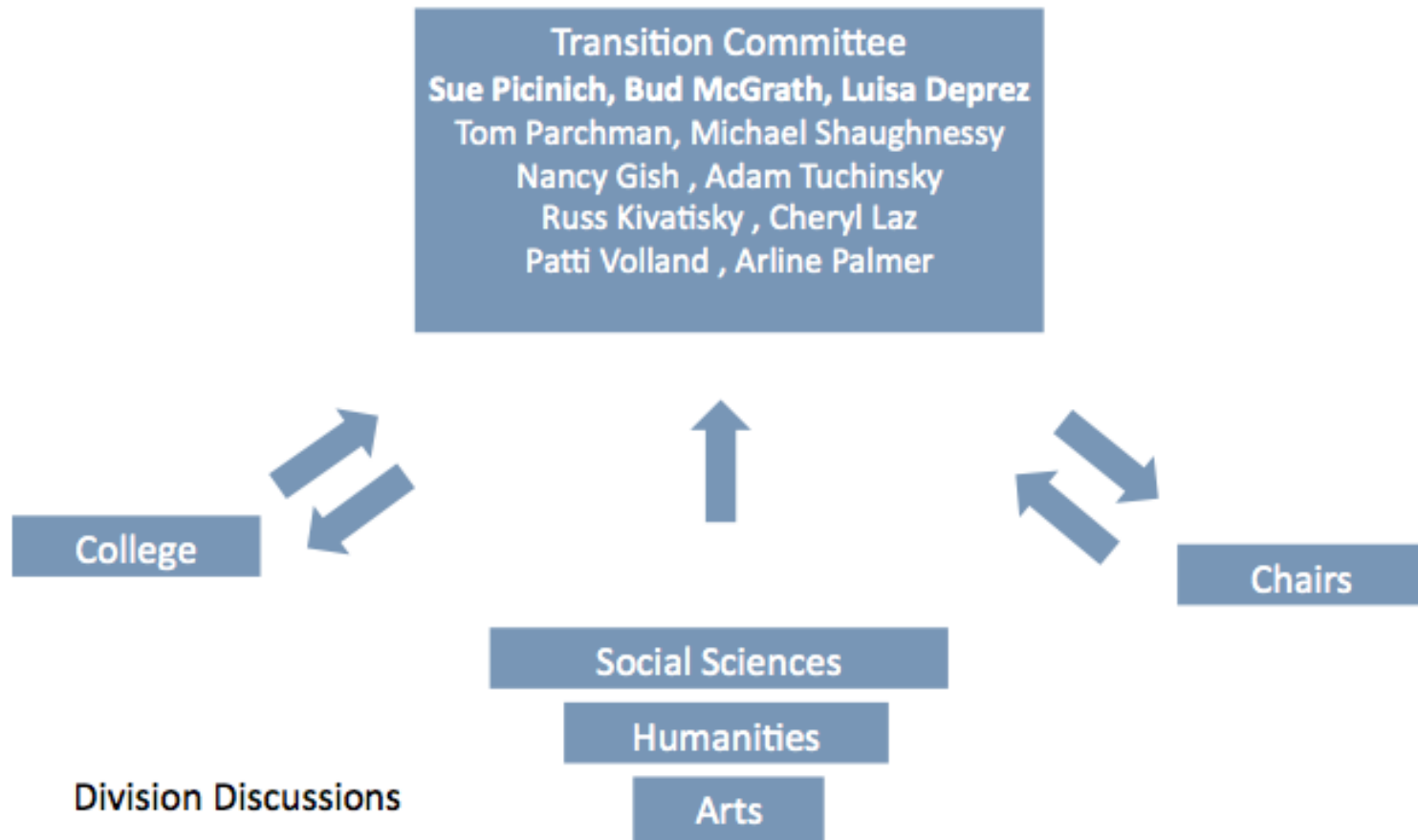
Reorganization Phase #2

Department Restructuring

Stakeholder Principles

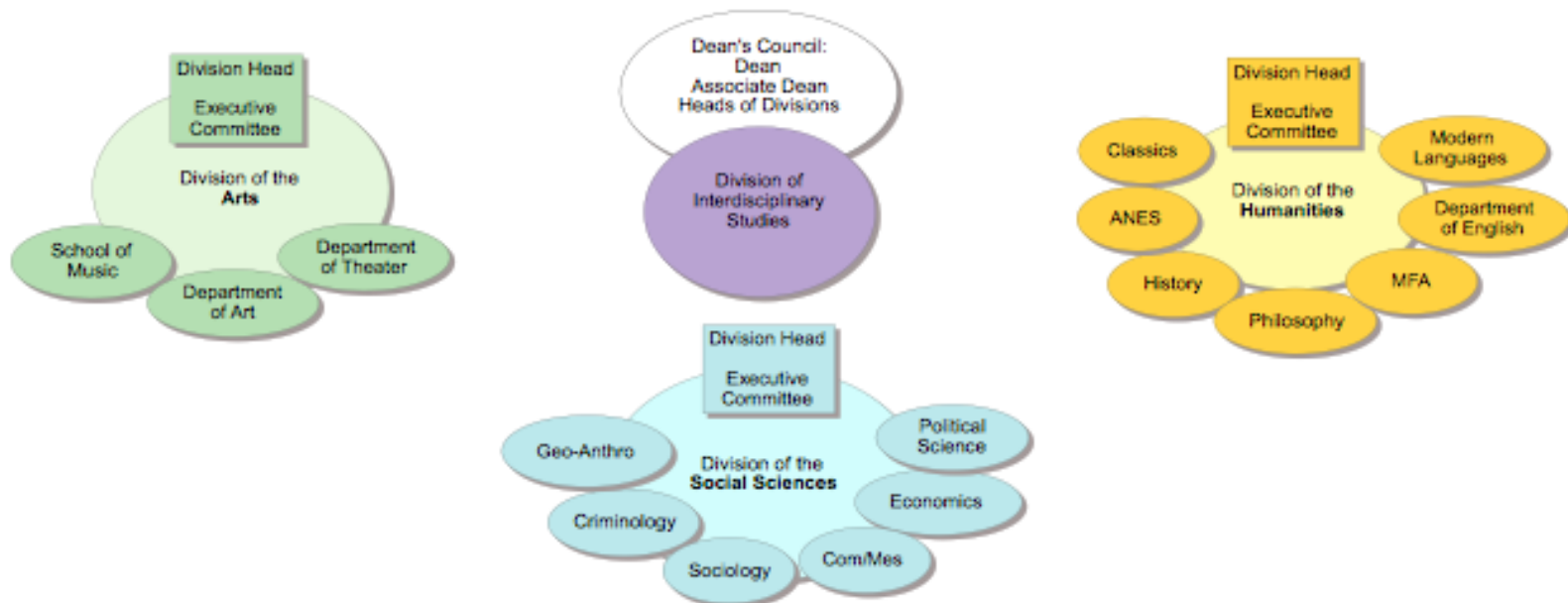
- **President:** Cost savings, Academic sense
- **Provost:** Increase synergies, Lean (12 FTEs), Cost savings
- **Dean(s):** Ability to address future trends (faculty attrition), External voice for liberal arts, Increase retention, New program development, Synergies
- **Faculty:** Retain program integrity, Agility, Maintain student identification with program

Restructuring Discussions



Transition Committee Recommendation

College of Arts, Humanities and Social Sciences



“Never count your chickens
before they hatch”

In Steps The Union

Final Resolution of Phase #2 Reorganization:

Nothing Changed...Except

BANGOR DAILY NEWS

USM president resigns for system office job after spring 'no-confidence' vote by faculty



Seth Koenig | BDN

University of Southern Maine President Selma Botman fields questions from reporters Thursday afternoon, July 5, 2012, after announcing she would be leaving the USM post and taking a job in the University of Maine System chancellor's office. *Buy Photo*

By [Seth Koenig](#), BDN Staff

Posted July 05, 2012, at 1:29 p.m.

PORTLAND, Maine — University of Southern Maine President Selma Botman, who was the focus of a controversial facultywide “no-confidence” vote this spring, is leaving the school to take a post at the University of Maine System chancellor’s office.

“President Botman and I considered how we might best move the University of Southern Maine forward,” system Chancellor James Page said in a statement Thursday. “President Botman proposed to me that new

Lessons Learned

- Know Your College Culture
(Bergquist and Pawlak, 2008)
- Communicate + Participate =
Trust (Tierney, 2004)
- Change Must be Purposeful
- Reorganization Cannot be Half
Hearted
- Lead from Behind



Advice to Colleagues

- Embrace change before it is mandated
- Cede real authority
- Shared governance is not a game for the impatient or partially engaged

