



# REIMAGINING STRUCTURE: THE CHALLENGES AND BENEFITS OF RESTRUCTURING A COLLEGE

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# CHSS: RESTRUCTURE INITIATIVE AND MOTIVATION

## Social Science Department Demanded Split—FALL 2012

- Multiple Disciplines with Differing R & T Goals/Disciplinary Priorities and Needs
- Unequal Numbers
- Inequitable Representation on College and University Committees
- Disproportionate Chair Workload

## ADDITIONAL REASONS FOR BROAD REORGANIZATION

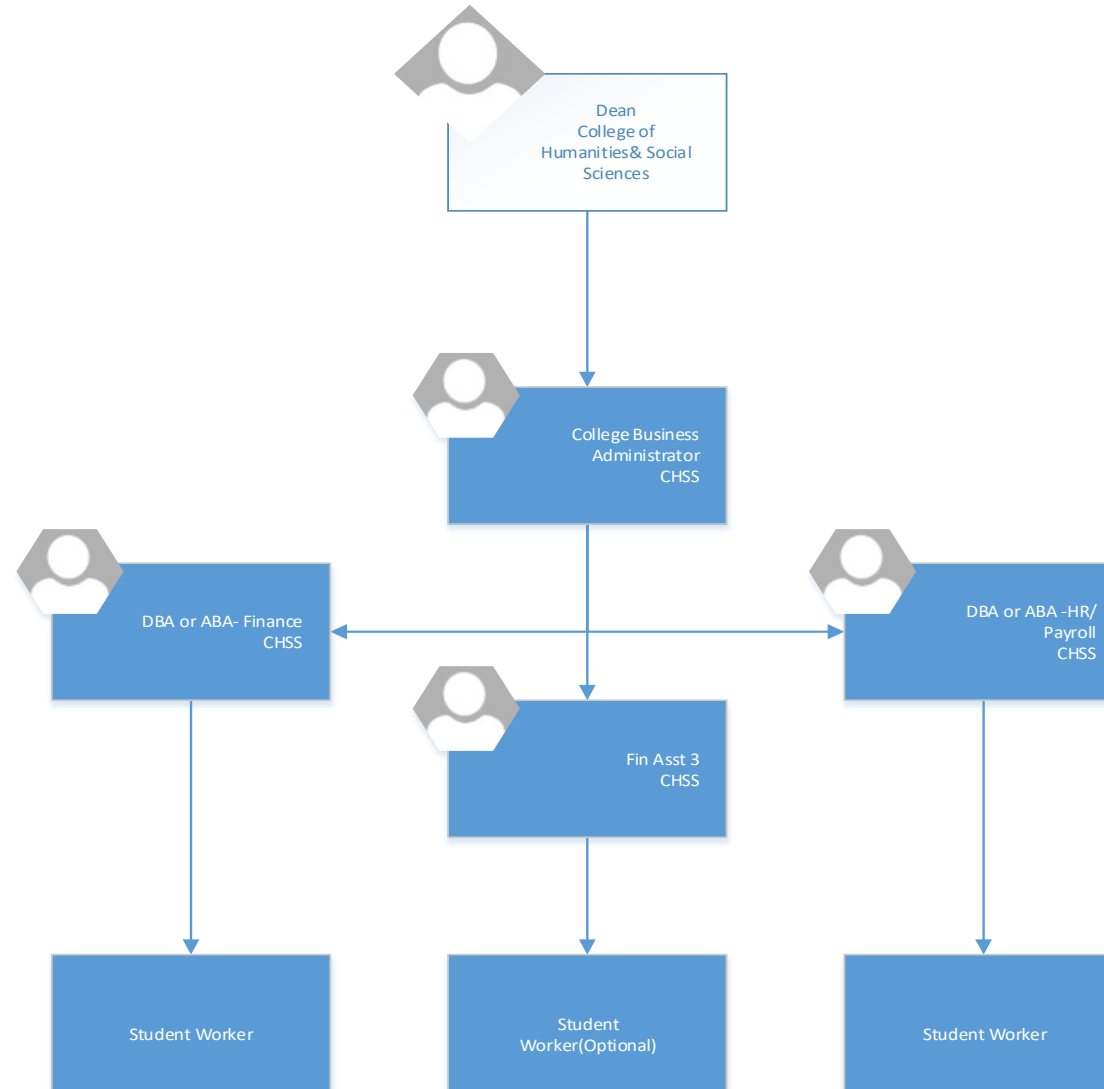
- Increased Faculty Workload
- Disciplinary Misalignment
- Inefficient Business Administrative Processes and Practices
- Inequitable Department M&O Budgets
- Increased Interest in Interdisciplinary Work
- Need to Increase Value and Relevance of Humanities and Social Sciences

# EXPLORATORY PROCESS

Research in Dean's Office—SPRING 2015

- Alternative Structural Models
  - ❖ Three Departments with Reorganized Programs
  - ❖ Four Departments
  - ❖ Two Schools with Associate Deans (Former Chairs) and Chairs (Former Program Coordinators)
- Consultations: CCAS Listserv, Administrative Contacts
- Historic Budget Allocations and Spending,
- Prospective Business Administrative Model
- College Data Analysis—Faculty, Majors, SCHs
- Policy Review and Implications

# CHSS PROSPECTIVE BUSINESS ADMINISTRATIVE MODEL



# CHSS

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graph TD; CHSS --> ARTS_AND_COMM[ARTS AND COMM]; CHSS --> ENGLISH[ENGLISH]; CHSS --> SOCIAL_SCIENCE[SOCIAL SCIENCE];
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## ARTS AND COMM

- COMM STUDIES
- FINE ARTS
- HUMANITIES
- SPANISH

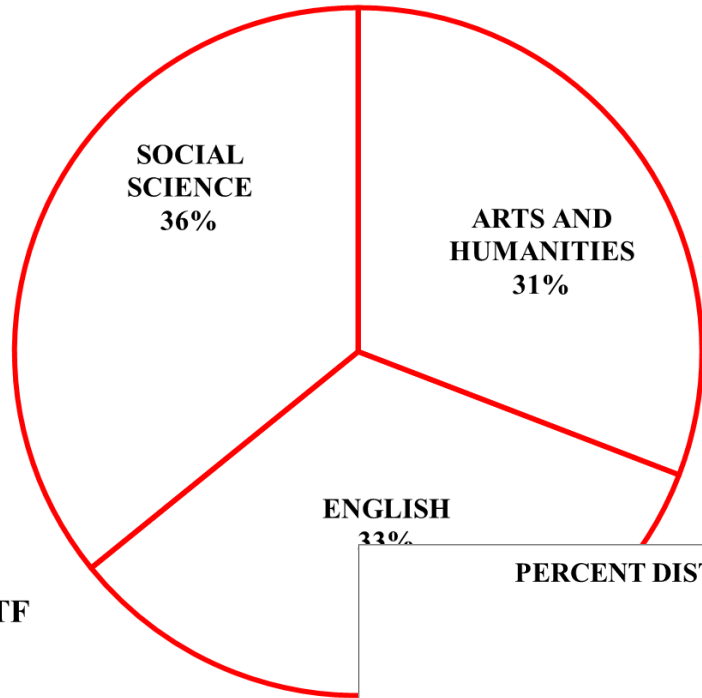
## ENGLISH

- ENGLISH
- PROFESSIONAL WRITING
- MA IN TECH COMM
- MA IN RHETORIC & COMP

## SOCIAL SCIENCE

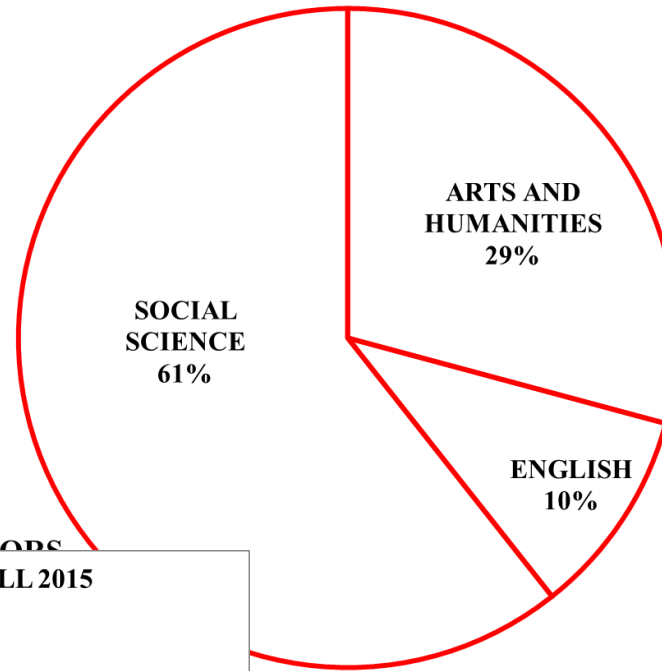
- HISTORY
- POLITICAL SCIENCE
- PHILOSOPHY
- PSYCHOLOGY
- SOCIAL SCIENCE
- SOCIOLOGY
- MA IN NONPROFIT MNG.

**DISTRIBUTION OF FTF BY PROGRAM**



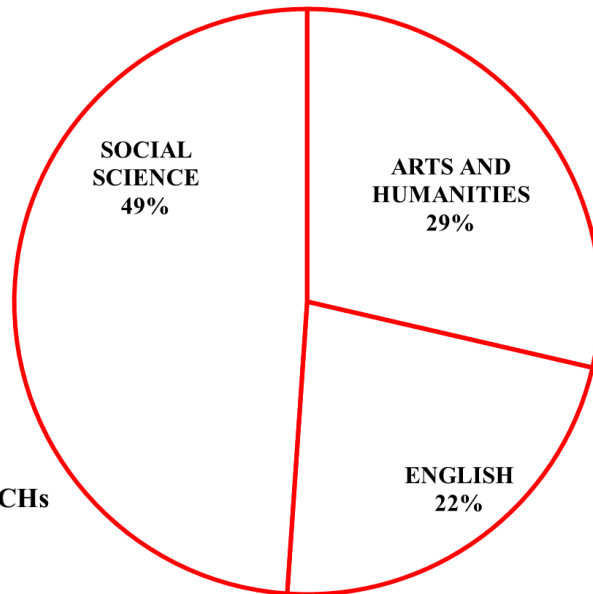
**N = 120 FTF**

**PERCENT DISTRIBUTION OF MAJORS, BY DEPT, SPRING 2015**



**N = 1,652 MAJORS**

**PERCENT DISTRIBUTION OF SCHs BY DEPT, FALL 2015**



**N = 50,075 SCHs**

# 1. POLICY IMPLICATIONS

PS Number	PS Title	IMPROVEMENT	PROBLEM REPRESENTATION	How things would look if coordinators were dubbed "chairs" and programs called "depts"
<b>01 ADMINISTRATION</b>				
PS 01.A.03	Academic Shared Governance Policy	x	x	States that shared gov begins at the departmental level: Note that the UCC will consist of chairs from each dept... <input type="button" value="Copy"/>
PS 01.C.01	Use of Space and Facilities	x		
PS 01.A.08	Travel Policy	?	?	Travel is approved by faculty chairs
PS 01.D.04	Emergency Closing			Between 8 and 5 it is the responsibility of each college or dept administrator to ensure that those employees without phonemail access receive notification
PS 01.A.11	Ethical and Legal Use of University Property			Operations and telecommunications will distribute to each dept individual reports
PS 01.A.15	Posting of Notices and Announcements Pol	x		Appropriate academic administrators or designees will be responsible for designating areas for posting of signs, notices, banners, and posters in ... academic depts
<b>02 PERSONNEL</b>				
PS 02.A.01	Policy on Working Hours			we probably want to make a distinction between administrative dept

## 2. DIVISION BY THE NUMBERS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	FALL 2015 STATE OF THE COLLEGE BY DEPT AND PROGRAM														
2	DEPT & PROGRAM		SECTIONS	SCHS	MAJORS	T/TT	LECTURERS	FTF	Majors/T/TT	SCHs/FTF					
4	<b>ARTS AND HUMANITIES</b>														
5		Arab	1	52	----	----	----	----	----	----					
6		Chinese	2	68	----	----	----	----	----	----					
7		Communications	82	6,546	335	10	6	16	33.5	409					
8		Fine Arts	69	4,281	84	6	6	12	14	357					
9		Art	36	2,421	----	5	1	6	----	----					
10		Dance	1	30	----	----	----	----	----	----					
11		Drama	21	1,302	----	1	3	4	----	----					
12		Music	11	528	----	----	2	----	----	----					
13		French	3	292	----	----	----	----	----	----					
14		Humanities	25	891	27	2	0	2	14	446					
15		Religious Studies	5	60	----	----	----	----	----	----					
16		Spanish	26	1,548	51	5	----	5	10	310					
17		UHD	12	352	----	----	----	----	----	----					
18		<b>TOTALS</b>	<b>225</b>	<b>14,590</b>	<b>497</b>	<b>23</b>	<b>12</b>	<b>35</b>	<b>22</b>	<b>417</b>					
20	<b>ENGLISH</b>														
21		Lit/CW/COMP	138	9,357	100	22	9	31	5	302					
22		Prof Writing	48	2,670	47	8	3	11	6	243					
23		MARC	3	93	11	----	----	----	----	----					
24		MSTC	6	132	26	----	----	----	----	----					
25		UHD	4	204	----	----	----	----	----	----					
26		<b>TOTALS</b>	<b>185</b>	<b>12,456</b>	<b>184</b>	<b>30</b>	<b>12</b>	<b>42</b>	<b>6</b>	<b>297</b>					

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	FALL 2015 STATE OF THE COLLEGE BY DEPT AND PROGRAM														
2	DEPT & PROGRAM		SECTIONS	SCHS	MAJORS	T/TT	LECTURERS	FTF	Majors/T/TT	SCHs/FTF					
18	<b>SOCIAL SCIENCE</b>														
19		AFSC	----	----	----	----	----	----	----	----					
20		Anthropology	6	708	----	----	----	----	----	----					
21		Geography	----	----	----	----	----	----	----	----					
22		History	56	5,721	106	5	3	8	21	715					
23		MSCI	----	----	----	----	----	----	----	----					
24		Philosophy	27	2,283	31	4	1	5	8	457					
25		Political Science	56	5,434	88	7	2	9	13	604					
26		Psychology	105	7,989	639	13	2	15	49	533					
27		Sociology	28	2,031	93	6	0	6	16	339					
28		Social Science	28	1,272	37	----	----	----	----	----					
29		MNPM	----	----	42	----	----	----	----	----					
30		UHD	6	477	----	----	----	----	----	----					
31		<b>TOTALS</b>	<b>312</b>	<b>25,915</b>	<b>1,036</b>	<b>35</b>	<b>8</b>	<b>43</b>	<b>30</b>	<b>603</b>					
33		<b>CHSS</b>	<b>722</b>	<b>52,961</b>	<b>1,717</b>	<b>88</b>	<b>32</b>	<b>120</b>	<b>20</b>	<b>441</b>					
	<b>NB:</b> Enrollment figures and major counts are taken from Fall 2014. Faculty counts are from Summer 2015 and include Drs. Cueva, Jackson, Moosally, and Ryden, but exclude Dr. Birchak, Dr. Jarrett, and VMOE faculty. Visiting assistant professors are listed under the "LECTURER" column. (Ryden, June 2015)														



# COLLEGE COMMITTEE PROCESS—SUM & FALL 2015

- Committee to Determine Process, Timeline, and Considerations
- Representative Membership: Deans, Chairs, Three Faculty/Department
- Town Hall Meetings
- Subcommittees per Proposed Options
- Consultations via Phone Leaders at Other Universities with Similar Experiences
- Feedback from Faculty
- Data Review
- Proposal Presentation

# **PROPOSALS, DECISIONS, AND APPROVALS—Spring 2016**

- College Committee Proposal
- Dean's Proposal
- Provost Approval
- Department Presentations
- President's Approval

# CHSS

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graph TD; CHSS --> ArtsAndComm[ARTS AND COMM]; CHSS --> English[ENGLISH]; CHSS --> History[\"HISTORY, HUMANITIES, AND LANGUAGES\"]; CHSS --> SocialScience[\"SOCIAL SCIENCE\"];
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## ARTS AND COMM

- COMM STUDIES
- FINE ARTS

## ENGLISH

- ENGLISH
- PROFESSIONAL WRITING
- MA IN TECH COMM
- MA IN RHETORIC & COMP

## HISTORY, HUMANITIES, AND LANGUAGES

- HISTORY
- PHILOSOPHY
- HUMANITIES
- SPANISH

## SOCIAL SCIENCE

- POLITICAL SCIENCE
- PSYCHOLOGY
- SOCIAL SCIENCE
- SOCIOLOGY
- MA IN NONPROFIT MNG.

# PLANNING AND IMPLEMENTATION—Sum 2016-Fall 2017

- Department Names
- Chair Elections
- Rank and Tenure Chair Elections
- Annual Faculty Evaluation Rubrics
- Rank and Tenure Criteria
- Departmental Governing Documents/Bylaws
- Project Management—University-Wide Involvement
- Budget Allocations

$$\text{FIXED} + b_1 \times \text{NO. FAC} + b_2 \times \text{WEIGHTED SCH} = \text{TOTAL COLLEGE BUDGET}$$

	<b>FIXED</b>	<b>b<sub>1</sub></b>	<b>NO. FAC</b>	<b>b<sub>2</sub></b>	<b>WEIGHTED SCH</b>	<b>TOTAL BUDGET</b>
<b>CHSS</b>						
	30,000.00	1,500.00	131	<b>1.5893</b>	67,510.52	333,795.00
	The Fixed is split four ways	The Budgeted Amount per Faculty Member	Number of FT Faculty	This coefficient automatically adjusts. It represents Budgeted Amount per Weighted SCH	Number of Weighted SCH taken from FOUR DEPTS worksheet	M&O Expenditure, FY16

# KEY TAKEAWAYS

1. Demonstrate Clear Reasons and Benefits for Restructure
2. Learn from Others
3. Multiple Data Points and Evidence
4. Buy-In/Broad Support
5. Own It

# QUESTIONS?

# CONTACT US

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David Ryden, Assoc. Dean, College of Humanities and Social Sciences, University of Houston-Downtown, [rydend@uhd.edu](mailto:rydend@uhd.edu)



**THANK  
YOU**



# CHSS Dept Restructure



Project/Activity Name	Assigned To	Status	Comments
<b>Approvals</b>			
University Curriculum Committee		Not Started	
THECB approval - request new dept code		Not Started	
SACSCOC - inform of change		Not Started	
<b>Banner</b>		Not Started	
Courses in Banner assigned to correct dept.		Not Started	Once we have THECB dept admin code
Sections in Banner assigned to correct dept.		Not Started	Once we have THECB dept admin code
Change all courses in THECB inventory (CB3)		Not Started	Once we have THECB dept admin code
Change Program codes for students/majors/minors		Not Started	Once we have THECB dept admin code
Change codes with THECB (CB8)		Not Started	Once we have THECB dept admin code
CAPP programming for degrees		Not Started	Once we have UCC approval
<b>E-intelligence</b>		Not Started	Once we have THECB dept admin code
<b>UHD Catalog</b>		Not Started	Once we have UCC approval
<b>Faculty Table</b>		Not Started	
PeopleSoft - Faculty tenure data		Not Started	
Banner - instructors home dept		Not Started	
HR Org tree		Not Started	
<b>Course Evaluations</b>		Not Started	
E-services		Not Started	
IDEA/CampusLabs		Not Started	
<b>Syllabi/CV Entry</b>		Not Started	
<b>Blackboard Courses - Banner feed</b>		Not Started	
<b>Class Rosters</b>		Not Started	
<b>Appraisals</b>		Not Started	
<b>Committees</b>		Not Started	
Verify faculty assigned by current departments		Not Started	
Faculty Senate representation		Not Started	
<b>Course Approvals (CIR)</b>		Not Started	
<b>SharePoint / Shared Drives</b>		Not Started	
<b>Online Directory</b>		Not Started	
<b>Website &amp; Publications</b>		Not Started	
Review UHD Web for outdated references to old departments		Not Started	
Review UHD Student publications for outdated references to old departments		Not Started	
Create a publications checklist for changes		Not Started	
<b>Property</b>		Not Started	

	Project/Activity Name	Assigned To	Status	Comments
36	Space Inventory report (CB11)		Not Started	
37	Capital property Inventory		Not Started	
38	<input type="checkbox"/> <b>Cost Centers</b>			
39	Grants - D0019		Not Started	
40	Move department's		Not Started	
41	<input type="checkbox"/> <b>Rank &amp; Tenure</b>			
42	New dept criteria		Not Started	
43	<b>SACS</b>		Not Started	
44	<b>Notify Accrediting bodies</b>		Not Started	

FALL 2015 STATE OF THE COLLEGE BY DEPT AND PROGRAM

DEPT & PROGRAM	SECTIONS	SCHS	MAJORS	T/TT	LECTURERS	FTF	Majors/T/TT	SCHs/FTF
<b>ARTS AND HUMANITIES</b>								
Arab	1	52	----	----	----	----	----	----
Chinese	2	68	----	----	----	----	----	----
Communications	82	6,546	335	10	6	16	33.5	409
Fine Arts	69	4,281	84	6	6	12	14	357
<i>Art</i>	36	2,421	----	5	1	6	----	----
<i>Dance</i>	1	30	----	----	----	----	----	----
<i>Drama</i>	21	1,302	----	1	3	4	----	----
<i>Music</i>	11	528	----	----	2	----	----	----
French	3	292	----	----	----	----	----	----
Humanities	25	891	27	2	0	2	14	446
Religious Studies	5	60	----	----	----	----	----	----
Spanish	26	1,548	51	5	----	5	10	310
UHD	12	852	----	----	----	----	----	----
<b>TOTALS</b>	<b>225</b>	<b>14,590</b>	<b>497</b>	<b>23</b>	<b>12</b>	<b>35</b>	<b>22</b>	<b>417</b>
<b>ENGLISH</b>								
Lit/CW/COMP	138	9,357	100	22	9	31	5	302
Prof Writing	48	2,670	47	8	3	11	6	243
MARC	3	93	11	----	----	----	----	----
MSTC	6	132	26	----	----	----	----	----
UHD	4	204	----	----	----	----	----	----
<b>TOTALS</b>	<b>185</b>	<b>12,456</b>	<b>184</b>	<b>30</b>	<b>12</b>	<b>42</b>	<b>6</b>	<b>297</b>
<b>SOCIAL SCIENCE</b>								
AFSC			----	----	----	----	----	----
Anthropology	6	708	----	----	----	----	----	----
Geography			----	----	----	----	----	----
History	56	5,721	106	5	3	8	21	715
MSCI			----	----	----	----	----	----
Philosophy	27	2,283	31	4	1	5	8	457
Political Science	56	5,434	88	7	2	9	13	604
Psychology	105	7,989	639	13	2	15	49	533
Sociology	28	2,031	93	6	0	6	16	339
Social Science	28	1,272	37	----	----	----	----	----
MNPM		----	42	----	----	----	----	----
UHD	6	477	----	----	----	----	----	----
<b>TOTALS</b>	<b>312</b>	<b>25,915</b>	<b>1,036</b>	<b>35</b>	<b>8</b>	<b>43</b>	<b>30</b>	<b>603</b>
<b>CHSS</b>	<b>722</b>	<b>52,961</b>	<b>1,717</b>	<b>88</b>	<b>32</b>	<b>120</b>	<b>20</b>	<b>441</b>

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**STATE OF THE COLLEGE OF HUMANITIES AND SOCIAL SCIENCES, FALL 2017**

DEPT & PROGRAM	SECTIONS	SCHS	MAJORS	MINORS	T/TT	LECTURERS	FTF	Majors/T/TT	SCHs/FTF
<b>ARTS AND HUMANITIES</b>									
Communications	88	6,738	376	68	8	10	18	47	374
Fine Arts	69	3,654	179	10	6	7	13	30	281
Art	39	2,163	----	----	5	1	6	----	361
Dance	----	----	----	----	----	----	----	----	----
Drama	19	1,086	----	----	1	4	5	----	217
Music	11	405	----	----	----	2	2	----	203
UHD	10	735	----	----	----	----	----	----	----
<b>TOTALS</b>	<b>167</b>	<b>11,127</b>	<b>555</b>	<b>78</b>	<b>14</b>	<b>17</b>	<b>31</b>	<b>40</b>	<b>359</b>
<b>ENGLISH</b>									
Lit/CW/F/COMP	128	6,744	173	14	22	7	29	8	233
Gender				9					
Prof Writing	36	2,211	49	8	8	1	9	6	246
MARC**	3	96	31	----	----	----	----	----	----
MSTC**	6	231	30	----	----	----	----	----	----
UHD	7	558	----	----	----	----	----	----	----
<b>TOTALS</b>	<b>180</b>	<b>9,840</b>	<b>283</b>	<b>31</b>	<b>30</b>	<b>12</b>	<b>38</b>	<b>9</b>	<b>259</b>
<b>HISTORY, HUMANITIES, AND LANGUAGES</b>									
Arab	1	56	----	----	----	----	----	----	----
Chinese	1	80	----	----	----	----	----	----	----
Crit. Race. Studies	3	111	----	4	----	----	----	----	----
French	2	232	----	----	----	----	----	----	----
Geography			----	----	----	----	----	----	----
History	58	4,623	130	14	9	3	12	14	385
Grad Cert**	2	12	3	----	----	----	----	----	----
Humanities	28	738	26	----	3	0	3	9	246
Philosophy	35	2,901	24	18	4	1	5	6	580
Religious Studies	3	48	----	1	----	----	----	----	----
Spanish	23	1,302	39	57	4	1	5	10	260
Translation				18					
UHD	3	195	----	----	----	----	----	----	----
<b>TOTALS</b>	<b>159</b>	<b>10,298</b>	<b>222</b>	<b>112</b>	<b>20</b>	<b>5</b>	<b>25</b>	<b>11</b>	<b>412</b>
<b>SOCIAL SCIENCE</b>									
AFSC	7	8	----	----	----	----	----	----	----
Anthropology	7	522	----	----	----	----	----	----	----
Health and Bhv. Sc.*	16	1,143	213	----	1	----	1	213	1,143
MSCI	11	43	----	----	----	----	----	----	----
Political Science	55	4,447	130	11	7	2	9	19	494
Int'l Politics				14					
Psychology	114	7,515	726	138	13	4	17	56	442
Sociology	22	1,968	77	17	5	1	6	15	328
Social Science	22	732	89	----	----	----	----	----	----
MNPM**		----	82	----	----	----	----	----	----
UHD	----	----	----	----	----	----	----	----	----
<b>TOTALS</b>	<b>229</b>	<b>16,378</b>	<b>1,317</b>	<b>180</b>	<b>25</b>	<b>7</b>	<b>32</b>	<b>53</b>	<b>512</b>
<b>CHSS</b>	<b>735</b>	<b>47,643</b>	<b>2,377</b>	<b>401</b>	<b>89</b>	<b>41</b>	<b>126</b>	<b>19</b>	<b>378</b>

NB: Enrollment figures, number of sections, and instructor counts, and major counts are taken from Fall 2017. Faculty counts Drs. Cueva, Jackson, Moosally, and Ryden, but exclude Dr. Fulton and VMOE faculty. Visiting assistant professors are listed under the "LECTURER" column. \*= multidisciplinary degree thathas, at present, only one dedicated FTF. \*\*= Graduate program.

(RYDEN, 10/18/2017)