

## Session CC: Re-structuring the Unit

Lessons in How to Lead Re-Organization

### PANELISTS:

Sharon Diane Nell, *St. Edwards University*

Jeffrey Elwell, *University of Tennessee at Chattanooga*

Donald Kaczvinsky, *Louisiana Tech University*

### PRESIDING:

Jennifer E. Walsh, *Azusa Pacific University*

Saturday, November 7, 2015 | 9:00 – 10:15 am | Washington, D.C.



# Restructuring the Unit: Lessons in How to Lead Reorganization

Sharon Diane Nell, Ph.D., Humanities



**Take on your world.®**

# Get to Know St. Edward's

- #13 Best College in the West
- Top Producer of Fulbright Winners 6 Years in a Row
- Austin: 15 US Cities That Are Driving The Future



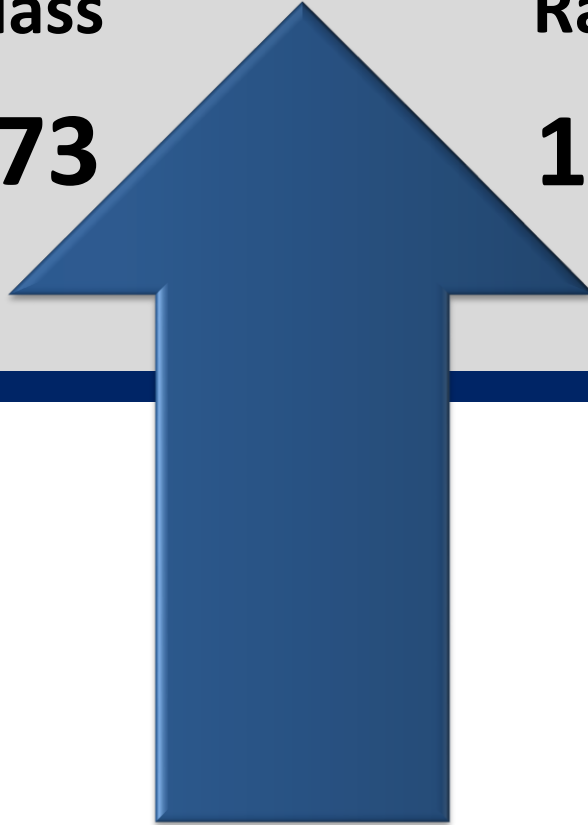
# St. Edward's: By the Numbers

- Catholic university chartered in 1885
- 4,600 students
- \$155 million raised since 1999
- 20 new or renovated facilities
- 19 partnerships in 14 countries

# Growth Since 1999

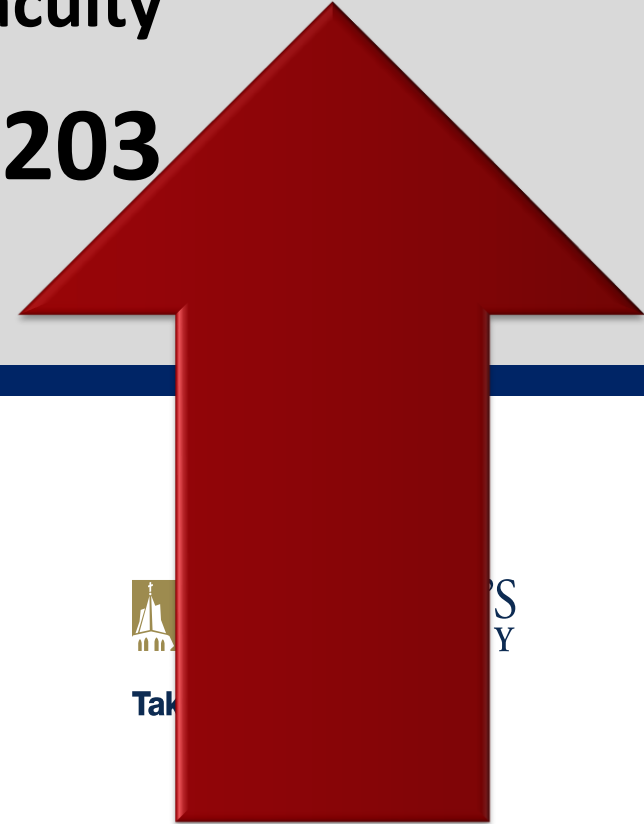
Freshman Class

**368 to 873**



Ranked Faculty

**139 to 203**



Tak

S  
Y

# Before reorg (University Level)

- 5 Schools
  - Behavioral and Social Sciences
  - Education
  - Humanities
  - Natural Sciences
  - New College
  - University Programs
- Schools were made up of “areas”
- No “official” chairs, but area coordinators
  - Area coordinators helped with scheduling
  - Area coordinators were not involved in faculty evaluation or faculty development at all
- Annual evaluation of faculty:
  - Dean: all post-probationary FT (tenure-stream)
  - **School Committee** (Dean + 2 elected faculty): all probationary (tenure-stream) + evaluates P&T cases
- Administrative organization centralized
  - All admin staff in the deans’ offices
  - All budgets within schools located and managed by deans

Before reorg

# Before reorg (Humanities)

- Humanities = 12 areas
  - Art
  - Communication
  - English Writing
  - English Literature
  - French and other languages
  - Graphic Design
  - Music
  - Philosophy
  - Photocommunications
  - Religious Studies
  - Spanish
  - Theatre
- Approx. 69 FT faculty (231 total for Univ.) (2014 Fact Book)
- 756 majors (3587 total undergrads) (2014 Fact Book)
- 14 majors/20 minors
- ½ the gen ed (8/16 courses)
- Annual faculty evaluation
  - Ordinarily May-August
  - Was taking May-January/February
- Dean (and School Committee) not necessarily familiar with wide range of fields

**Before reorg**

# Why reorganize?

- Institution had doubled in size
  - More students
  - More faculty
- Schools = large departments
  - Difficulty in evaluating faculty, hiring
  - Difficulty in conducting assessment
  - Difficulty in conducting program review
  - Some schools already had chairs despite no Faculty Manual (FM) mention, job description, compensation, etc.
- Originally intended to include associate deans, program directors, and course coordinators (everything below dean)

**Before reorg**



# Crucial Issues

- Role of chair vis-à-vis faculty evaluation
  - Liability?
  - Inability to evaluate colleagues
- Chair compensation:
  - Teaching reassignments
  - Size of stipend
- Need for changes to the Faculty Manual

**Before reorg**

# Other related issues (university level)

- Annual evaluation +/- inconsequential but very time intensive
- P&T system “idiosyncratic”
  - Not “up or out”
  - School Committee did not provide feedback to applicants
  - Area coordinator: no role in P&T
  - Faculty Evaluation Committee (body that considers p & t cases) did not provide feedback to applicants
- Hiring: FTNTT faculty were being moved to TT lines without searches
- New ACAD structure
  - Resource scrutiny
  - Programs scrutinized
- Promotion of scholarship/research/creative expression
  - Teaching reassignments
  - More summer grants
  - More rigorous sabbatical apps

**Before reorg**

# Other related issues (in Humanities)

- No faculty evaluation guidelines / expectations
- No guidelines for self-evaluation
- Periodic review of faculty mandated by Faculty Manual but not instituted in HUMX
  - Post probationary faculty—3 year cycle
  - Post-tenure faculty—6 year cycle
  - Separate from annual evaluation
- Assessment efforts were spotty at best
- Program reviews were not being carried out systematically / effectively

**Before reorg**

# Timeline

- 2005-06: possibility raised due to growth in size of faculty
- 2011-12: two committees formed
  - School Administrative Appointment Committee
  - Faculty Senate Committee on School Reorganization
- 2012-13:
  - Committee recommendations finalized
  - Faculty manual altered
  - Departments formed
  - Chair compensation finalized and approved
- 2013-14
  - Departments officially come into being
  - Chairs trained
  - Chair Compensation altered/simplified

**Progress toward reorg**

# Two committees, two sets of recommendations

## Progress toward reorg


### 1. School Administrative Appointment Committee

- Looked at all admin positions below dean
- Need for decentralization
- Job descriptions/term limits/annual evaluation by department faculty
- Need for compensation
- Need for departmental budgets / admin staff
- Need for 8-10 FTE per department minimum

### 2. Faculty Senate Committee on School Reorganization

- Built on work of SAAC, but in simplified form
- Expand size/role of School Committee
- Defined (again) job descriptions of chairs
- Outlined (complicated) compensation formula
- Sent deans new wording for chairs section in FM
  - This went back and forth
  - No real collaboration

# Role of Deans

- All Deans:
  - Work with areas to form departments 
  - Determine department size (for chair compensation purposes)
    - Formula = very complicated
  - React to / give input on proposed changes to Faculty Manual
    - Chair definition + job description
- Humanities:
  - Some areas were reluctant to “team up”
  - Some areas refused to “team up”
  - Some areas had only junior faculty—had to join with other area(s)
  - “Dating,” “marriage” metaphor
  - MOUs: include possibility of “divorce”

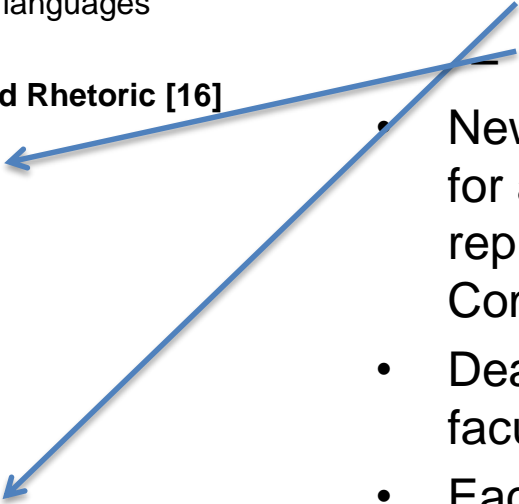
**Progress toward reorg**

# After reorg: University level

- 1 fewer school (University Programs became dept. in SOE)
- Schools are made up of departments
  - Size issue became simplified over time
- Each department has a chair (2 teaching reassignments + stipend relative to # of faculty evals)
  - Chair duties include faculty evaluation **(but chairs do not provide/suggest ratings)**
  - Chairs are insuring that assessment and program reviews happen; some have trouble delegating other tasks to colleagues
- Training for chairs provided (Univ. and School levels)
- Budgets and admin staff not really pursued
- School committees remained (officially) the same size

**After reorg**

# After reorg: Humanities

- Humanities = 7 departments
    - **Communication [10]**
    - **Languages, Lits, and Cultures [8]**
      - French and other languages
      - Spanish
    - **Literature, Writing, and Rhetoric [16]**
      - English Literature
      - English Writing
    - **Performing Arts [8]**
      - Theater
      - Music
    - **Philosophy [7]**
    - **Religious Studies [5]**
    - **Visual Studies [12]**
      - Art
      - Graphic Design
      - Photocommunications
      - (Interactive Game Studies)
  - # FT faculty in square brackets
  - Department organization:
    - Affinity
    - “Marriage of Convenience”
  - New standing committee in HUMX for annual evaluation guidelines (1 rep per department + School Committee)
  - Dean and chairs collaborate RE: faculty travel requests
  - Each chair administers an “Academic Supply Budget” with admin support from Dean’s staff
- 



# What went wrong/what went right

## Pros

## Lessons learned

## Cons

- Directly related to reorg: It's great to have input from chairs vis-à-vis annual faculty evaluation
  - Usefulness of information is getting better
  - BUT: some chairs avoid using evaluative words at all (e.g., "Adequate," "Strong," "Excellent")
- Indirectly related: School Committee stayed the same size BUT created a much needed standing committee that consults with SC
- Indirectly related: P&T still "idiosyncratic" BUT expectations "enhanced" for probationary faculty
- No "mechanism" for change before / no "mechanism" after
- Faculty evaluation still very time intensive yet largely inconsequential
- Inconsistencies / contradictions in Faculty Manual remain
  - Two separate, complicated timelines for annual evaluation and periodic review
  - Still no input from chairs for p&t or periodic review
  - Evaluation of full tenured professors excessive
  - Still no associate deans in FM
  - Still no process for FTNTT evaluation
- Some departments may "break up"

# Dos and don'ts

- DO: have a clearly defined **mechanism** (up front) to make changes
- DO: take the time to explain why. You can never explain enough. Explain even to those who will never be won over
- DO: create a definite timeline for the change to happen + plans to review and revise (and then actually do it)
- DO: have new units write MOUs

## Lessons learned

- DO: aim for simplification of system, not complication
- DO: budget for chair training
- DO: be prepared for possible outside chair hire(s)
- DON'T: rush or appear to mandate. Give everyone the chance to weigh in

# Thank you.

St. Edward's University



**Take on your world.®**



**LOUISIANA TECH UNIVERSITY**  
**COLLEGE of LIBERAL ARTS**

## **2015 Annual Meeting CCAS**

**RE-STRUCTURING THE UNIT:  
Lessons in How to Lead Re-Organization**

**Donald P. Kaczvinsky**

**Concurrent Session VI, Session CC,  
9:00am-10:15am**

**Washington DC  
November 7, 2015**



# LOUISIANA TECH UNIVERSITY

## COLLEGE of LIBERAL ARTS

### Tier One 'National University' and the Carnegie Foundation as a Research University/High Research Activity (RU/H)

---

#1 in Nation—Least Average Amount of Debt for Graduates  
National Universities



#1 in Louisiana

- Highest average mid-career salaries for graduate
- Highest ROI on their college educations





# LOUISIANA TECH UNIVERSITY

## COLLEGE of LIBERAL ARTS

**Louisiana Tech University:** A Four-year selective admissions research university awarding bachelor's, master's, and doctoral degrees

**Location:** Ruston, LA, with a population 22,287 (2013)



**Total Enrollment:** 12,414 students from 48 states and 68 foreign countries

**Freshman Class:** 1,962

### 5 Academic Colleges:



College of Business (1,184 students)

College of Education (2,280 students)

College of Engineering and Science (2,844 students)

College of Applied and Natural Sciences (1,622 students)

College of Liberal Arts (1,734)



# LOUISIANA TECH UNIVERSITY

## COLLEGE of LIBERAL ARTS

# 2012-13

- School of Architecture
- School of Art
- School of Literature and Language
- Department of History
- Department of Journalism
- School of Performing Arts
- Department of Professional Aviation
- Department of Social Sciences
- Department of Speech



- **School of Architecture**

- 1 Director (2 coordinators)
- 14 tenured or tenure-track faculty and 1.5 instructor
- 2 degrees (BArch and B. Interior Design)
- Hale Hall

- **School of Art**

- 1 Director (3 coordinators)
- 12 tenured or tenure-track faculty and .5 instructor
- 1 degrees; 3 majors (BFA-Studio, Photography, and Graphic Design)
- Visual Art Center





# LOUISIANA TECH UNIVERSITY

## COLLEGE of LIBERAL ARTS

### Art and Architecture into Design

Enrollment	2012	2013	2014	2015
BFA-Studio	48	32	41	49
BFA-Graphic Design	105	95	104	90
BFA-Photography	50	33	26	17
BArch	132	117	119	103
BID (Interior Design)	39	31	32	18

Low Enrollment >8 graduates/year (32 students in the program)



## Department of Speech

- Pre-Professional Speech Language Pathology
  - 8 tenured or tenure-track faculty
  - 4 instructors (full or part-time)
- Speech (Communication)
  - 1 tenure-track faculty member
  - 3 instructors



- Department of Theater
  - 3 tenured or tenure-track faculty and 1 instructor
  - share Auditorium and Director with Music (School of Performing Arts)
  - share a degree program with Speech
- Department of Journalism
  - 1 tenured faculty (chair) and 1 instructor (both 12 month contracts); 1 adjunct
  - first floor of Keeny Hall (with *TechTalk* and *Lagniappe*)



# LOUISIANA TECH UNIVERSITY

## COLLEGE of LIBERAL ARTS

### Speech, Journalism, and Theater into Communication

Enrollment	2012	2013	2014	2015
BA Pre-Prof. Speech Path	98	104	119	130
BA Speech (Theater/Speech)	47	37	44	29
BA Journalism	39	31	32	18

#### BA Communication

**35**

Low Enrollment >8 graduates/year (32 students in the program)



- Department of History
    - 1 Chair and 1 Administrative Coordinator
    - 6 tenured or tenure-track faculty
    - 1 Degree
  - Department of Social Sciences
    - 7 tenured or tenure track faculty
    - 1 Chair and 1 Administrative Coordinator
    - 2 Degrees and 3 majors (Political Science, Sociology, and GIS with Forestry)
- (The 2 departments are located on the 1st floor of GT Madison)



# LOUISIANA TECH UNIVERSITY

## COLLEGE of LIBERAL ARTS

### History and Social Sciences

Enrollment		2012	2013	2014	2015
<b>Department of History</b>					
BA History	66	56	51	49	
<b>Department of Social Sciences</b>					
BA Sociology	129	96	126	99	
BA Political Science	67	58	56	70	
BS (GIS)	5	6	7	11	
Low Enrollment >8 graduates/year		(32 students in the program)			



# LOUISIANA TECH UNIVERSITY

## COLLEGE of LIBERAL ARTS

# 2015-16

- School of Design
- School of Communication
- School of Literature and Language
- School of History and Social Sciences
- School of Performing Arts
- Department of Professional Aviation



## Lessons Learned:

1. Size Matters
2. Location, Location, Location
3. Know Your Players
4. Beware the Oxford Comma
5. The Work is in the Sitting





# LOUISIANA TECH UNIVERSITY

## COLLEGE of LIBERAL ARTS

Thank You!



# **RESTRUCTURING THE COLLEGE OF ARTS AND SCIENCE AT UTC: NOT QUITE THE BATAAN DEATH MARCH (BUT CLOSE!)**

**JEFF ELWELL, DEAN, COLLEGE OF ARTS AND SCIENCES, UT CHATTANOOGA**



# PROLOGUE

- **UT CHATTANOOGA (CREATED IN 1969 VIA A MERGER BETWEEN THE UNIVERSITY OF TENNESSEE AND THE UNIVERSITY OF CHATTANOODA)**
- **NO REAL BUDGET CUTS OR REDUCTIONS IN THE 21<sup>ST</sup> CENTURY**
- **NO INTERNAL REALLOCATIONS IN SPITE OF GROWING AND SHRINKING DEMAND IN MAJORS**
- **CHANGE IN STATE FUNDING FROM A GROWTH MODEL TO A PERFORMANCE MODEL**
- **EXTERNAL FORCES – LEGISLATIVE IN NATURE**

# INCITING INCIDENT

- **CURRENT AND PROJECTED BUDGET GAP SIGNIFICANT**
- **CHANCELLOR'S CALL FOR BUDGET REBALANCING IN LATE SUMMER/EARLY FALL 2014**
- **4.75% PERMANENT REDUCTIONS AT UT CHATTANOOGA**

# ACT ONE (EXPOSITION)

- **THE COLLEGE OF ARTS AND SCIENCES ON 7/1/14 COMPRISED OF 17 DEPARTMENTS & 3 PROGRAMS. 4300 MAJORS (250 GRADUATE):**
- **ART, BIOLOGICAL AND ENVIRONMENTAL SCIENCES, CADEEK CONSERVATORY, CHEMISTRY, COMMUNICATION, CRIMINAL JUSTICE, **ECONOMICS**, ENGLISH, HISTORY, **INTEGRATED STUDIES**, MATHEMATICS, MILITARY SCIENCE, MODERN AND CLASSICAL LITERATURE AND LANGUAGES (MCLL), MUSIC, POLITICAL SCIENCE, PHYSICS, GEOLOGY, AND ASTRONOMY (PGA), PHILOSOPHY AND RELIGION, PSYCHOLOGY, SOCIOLOGY, ANTHROPOLOGY, AND GEOGRAPHY (SAG), SOUTHEAST CENTER FOR EDUCATION IN THE ARTS (SCEA), **STEM EDUCATION (FORMERLY UTEACH)**, THEATRE AND SPEECH**

# ACT TWO (CRISIS)

- **CAS REDUCTION TARGET UP IN THE AIR BUT A MINIMUM OF 4.75% (\$963,000)**
- **METRICS FOR REBALANCING INCLUDED THE FOLLOWING:**
- **NUMBER OF MAJORS IN A PROGRAM**
- **NUMBER OF MAJORS PER FULL TIME FACULTY (CALCULATION BASED ON THE TOTAL NUMBER OF TENURED, TENURE-TRACK AND LECTURERS IN A DEPT)**
- **COST FOR PRODUCING A SCH IN A MAJOR (THIS IS CALCULATED BASED ONLY ON THE MAJORS)**
- **COST FOR PRODUCING A SCH (THIS WOULD INCLUDE NON-MAJORS, MOST LIKELY ONLY GEN ED TYPES OF COURSES)**
- **TOTAL BASE BUDGET FOR A COLLEGE OR UNIT, TOTAL EXPENDITURES FROM BASE BUDGET FOR FY14, \$\$ AMOUNT OF OTHER SUPPLEMENTAL SOURCES OF FUNDS**



# ACT TWO (CRISIS CONTINUED)

UNIT/COLLEGE	FY15 BASE BUDGET	\$\$ AMOUNT OF VARIABLE % REDUCTIONS	% REDUCTION
College of A&S	\$20,266,028	\$1,317,292	6.50%
College of Business	\$5,675,132	\$212,817	3.75%
College of Engr. & CS	\$5,781,394	\$274,616	4.75%
College of CHEPS	\$9,081,203	\$454,060	4.75%
Graduate School	\$1,517,280	\$-	0.00%
Honors	\$402,831	\$-	0.00%
Library	\$2,959,598	\$100,626	3.40%
Support Serv. & Admin.	\$8,963,210	\$237,525	2.65%
	\$54,646,676	\$2,596,937	

# ACT TWO, SCENE TWO

- **CAS ENDED UP WITH THE LARGEST PERCENTAGE AND DOLLAR REDUCTION**
- **INTERNAL PROCESS DEVELOPED BY THE DEAN**
- **ASKED DEPARTMENT HEADS TO LOOK FOR PLACES WHERE WE COULD BE MORE EFFICIENT AND GAVE THEM SIX WEEKS TO MEET AS A GROUP WITHOUT DEAN OR ASSOCIATE DEAN**
- **MOVED DISCUSSIONS DOWN TO INDIVIDUAL DEPARTMENTS**
- **FINISHED SEMESTER WITH TWO TOWN HALLS TO DISPLAY PROPOSED PLAN AND RECEIVE FEEDBACK**
- **SUBMITTED FINAL COLLEGE PROPOSAL TO PROVOST AND UPRAC. ENTIRE COLLEGE RECEIVED A COPY (AS PROMISED) THE NEXT DAY**



# ACT THREE (CLIMAX)

- **ANGST**
- **APPEALS**
- **COMPROMISES**
- **VRIP**
- **CONCLUSIONS**

# DENOUEMENT

**ART, COMMUNICATION, ENGLISH, HISTORY, MATHEMATICS, MILITARY SCIENCE, POLITICAL SCIENCE AND PUBLIC SERVICE, PSYCHOLOGY REMAIN FREE-STANDING DEPARTMENTS**

- **BIOLOGICAL AND ENVIRONMENTAL SCIENCES ACQUIRED GEOLOGY AND HAS BECOME BIOLOGY, GEOLOGY, AND ENVIRONMENTAL SCIENCES. 25+ FACULTY AND OFFER UG AND GR DEGREES**
- **CHEMISTRY ACQUIRED PHYSICS AND BECAME CHEMISTRY AND PHYSICS. 20 FACULTY AND UG DEGREES.**
- **MODERN AND CLASSICAL LITERATURE AND LANGUAGES ACQUIRED PHILOSOPHY AND RELIGION. 19 FACULTY AND UG DEGREES.**
- **ECONOMICS MOVED TO COB; STEM ED AND INTEGRATED STUDIES MOVED TO CHEPS**

# DENOUEMENT (CONTINUED)

- **MORE INTERESTING AND CURRENTLY DEBATING NAMES AND OPERATIONS ARE:**
- **THE MERGER OF CRIMINAL JUSTICE AND SOCIOLOGY, ANTHROPOLOGY AND GEOGRAPHY. 22 FACULTY AND UG DEGREES, GR DEGREE. DEBATING ABOUT SELF-IDENTIFYING AS A SCHOOL.**
- **THE MERGER OF MUSIC AND THEATRE. 19 FACULTY AND ONLY UG DEGREES. HOWEVER, THE PERFORMING ARTS SERIES, THE CADEK CONSERVATORY AND THE SOUTHEAST CENTER FOR EDUCATION IN THE ARTS ARE ALL COMING UNDER THIS NEW UNIT. THEY MAY BECOME A SCHOOL OF PERFORMING ARTS.**
- **PROPOSALS FROM THE FACULTY AND HEADS ARE DUE BY THE SEMESTER BREAK.**
- **THE COLLEGE OF ARTS AND SCIENCES HAS MOVED FROM 18 DEPARTMENTS AND 3 CENTERS TO 13 OR 14 DEPARTMENTS AND NO FREE-STANDING CENTERS.**