

FINAL REPORT - Draft for Senate, 1/15/19

The Academic Restructuring Task Force recommends the attached two-college model. The Task Force engaged in an inclusive and transparent process, responsive to faculty input. The recommendation follows a period of weekly meetings as a task force during the fall of 2018, a presentation at the University Town Hall meeting on Oct. 23, and discussions with every academic unit on campus.

Given that the smallest curriculum changes are sent to Faculty Senate for approval, we believe it is important for Faculty Senate to have the opportunity to comment on this before it is presented to the Executive Leadership Team, then Academic Affairs, then the Board of Governors, HEPC and HLC.

This proposal is a high level overview of the restructure, and some exceptions will be needed for realities that emerge as more details are worked out.

Our rationale for this proposal is:

1. Change was our charge.
2. Proposed units make academic sense, not sacrificing existing synergies but allowing the possibility for new ones.
3. Balances faculty and students in each college and defines smaller academic units based on program-requested academic groupings as well as accreditation necessities.
4. Develops the next generation of academic leaders on campus through a larger cadre of chairs with specific responsibilities and autonomy.
5. Minimizes disrupting day-to-day changes.
6. Allows cost reallocations with the decrease in number of dean positions and increase in chairs with stronger responsibilities.
7. Rebalances administrative responsibilities and compensation for to provide more consistency across campus.
8. Reconfigures administrators and staff in support of direct program, faculty and student needs.
9. Allows Deans to work in direct support of Strategic Theme 3. Resource Diversification: Philanthropy as well as Strategic Theme 2. Enrollment Management: Growth <https://www.fairmontstate.edu/assessment-effectiveness/strategic-plan>
10. Supports the development of meta-majors as recommended by SOARing Falcons Momentum Pathways <https://www.fairmontstate.edu/institutional-effectiveness-and-strategic-operations>

Taskforce composition: Bill Harrison, Chair. Michael Ransom, Denice Kirchoff, Adam Podlaskowski, Sharon Smith, Jason Bolyard, Joni Gray, Marcus, Fisher, Erica Harvey

Original charge:

The Taskforces shall:

1. Examine the proposed academic reorganization and make recommendations relative to the following:
 - a. Realign units based on a central, focused approach that takes into consideration synergies of knowledge and functional responsibilities;
 - b. Realign academic units based on best practices; naming opportunities, scholarship and teaching synergies
2. Recommend an implementation path and timeline while ensuring broad-based participation from stakeholders in the process
 - a. Establish a baseline and metrics for measuring progress and completion of Taskforce recommendations.
3. Implement a comprehensive communications strategy to both inform and involve Fairmont State stakeholders in the work of Taskforces.

INTERIM REPORT

Agreed at the meeting 10/18/18:

- Bill will put together a series of powerpoint slides based on the information in this document to accompany his presentation. He will send this by Sunday night.
- Sharon will create a handout showing the proposed new org structure, based on a graphic by Adam showing their original draft, ours and then a side by side comparison. Adam will get that to Sharon before 10 pm Friday. Sharon will add some words and make it visually work and get it to Bill by Saturday.

Restructuring Taskforce Interim report:

1. Taskforce composition: Bill Harrison, Michael Ransom, Denice Kirchoff, Adam Podlaskowski, Sharon Smith, Jason Bolyard, Joni Gray, Marcus, Fisher, Erica Harvey)
2. Our process: 5 meetings, every Tuesday. Relatively representative group from various areas; faculty were consulted as were administrators in certain areas. Asked for information from Harvey: costs, process of , responsibilities of deans, chairs, associate deans, numbers in the current structure (faculty and students), overview of previous drafts
3. Our Charge
 - a. Written to entire campus community (see below)

The Taskforces shall:

4. Examine the proposed academic reorganization and make recommendations relative to the following:
 - a. Realign units based on a central, focused approach that takes into consideration synergies of knowledge and functional responsibilities;

- b. Realign academic units based on best practices; naming opportunities, scholarship and teaching synergies
- 5. Recommend an implementation path and timeline while ensuring broad-based participation from stakeholders in the process
 - a. Establish a baseline and metrics for measuring progress and completion of Taskforce recommendations.
- 6. Implement a comprehensive communications strategy to both inform and involve Fairmont State stakeholders in the work of Taskforces.

- b. Why we are restructuring from Rick
 - i. Time to review (last review was 10 years ago)
 - ii. Cost reductions
 - iii. Enhanced revenue possibilities - Academic Centers of Excellence
 - iv. Create available synergies
 - v. Balance in numbers of faculty/students
 - vi. Improved marketing
- 4. Should we put our current organizational structure here first?
- 5. Original proposal from summer (which we came to realize had a lot of previous drafts that were quite varied.)
- 6. Our proposal
 - a. What we think are improvements
 - i. Equalizes the number of faculty
 - ii. Doesn't require a lot of physical reorganizations- *which will keep current synergies*
 - iii. Cost - down to 2 deans,
 - iv. Advertising - 2 colleges
 - v. Having chairs be actual chairs with responsibility - can make sure that accreditation is handled well. *Did we ever decide if this was possible? Would we hire people for this or re-arrange duties of current employees?*
 - vi. Provides many opportunities for individuals to develop leadership capabilities as chairs with some autonomy.
 - vii. Allows us to move to a consistent definition of colleges and departments, deans and chairs.
 - viii. Allows new synergies based on proximity.
 - ix. Connects to strategic plan....
 - 1. *Mention relevant core values- family (interdependence and mutual support) our proposed structure certainly does that*
 - 2. *would our proposed structure help with retention- maybe mention meta-majors as a possibility?*
 - 3. *Would the professional college help attract non-traditional students or students who would like to try to make a new career choice?*
 - 4. *Would grant writing be more streamlined if we only have two colleges?*

- b. Still to do:
 - i. Meet with departments to ask for preferred names and fine-tuning of faculty affiliation
 - ii. Honors program,
 - iii. Academic Centers of Excellence,
 - iv. Graduate Studies (have these stay with their programs since the faculty are mostly the same. Only one grad program in the Arts and Sciences)
 - v. Implementation timeline - TBD
- 7. Finish by asking for suggestions, questions, concerns. Will still be meeting each Tuesday so if you feel you haven't been represented, you are welcome to meet with us.

Our progress on the Charge, by point:

1. Examine the proposed academic reorganization and make recommendations relative to the following:
 - a. Realign units based on a central, focused approach that takes into consideration synergies of knowledge and functional responsibilities;
 - b. Realign academic units based on best practices; naming opportunities, scholarship and teaching synergies
2. Recommend an implementation path and timeline while ensuring broad-based participation from stakeholders in the process
 - a. Take until the end of the academic year to really consult with each unit of faculty about the restructure. Reps from Taskforce meet with each academic unit. Align with strategic plan to make sure the proposed organizational structure supports that document and the mission. Define and announce effects on operating budgets of various units.
 - b. Convene representative taskforces or committees to define and announce administrative position descriptions and remuneration/release time (dean, chairs, assessment coordinators) prior to advertising for any such positions. It is really important to create positions that attract good people.
 - c. Bring proposed new structure to BOG in the summer
 - d. Search for deans in the fall of 2019. We as the faculty on the committee are ok with having interims serve while a good, broadly-supported new structure is implemented.
3. Establish a baseline and metrics for measuring progress and completion of Taskforce recommendations.
 - a. Set up milestones.
 - b. Measure the success of communications strategies and faculty buy-in to proposal. (survey, blog responses, collated responses at meetings)
4. Implement a comprehensive communications strategy to both inform and involve Fairmont State stakeholders in the work of Taskforces.
 - a. Members of this Taskforce to meet with each college, school, and/or department to present details and hear suggestions for naming, synergies, Centers, faculty affiliation
 - b. Put the proposed models on the web so that they are available for faculty review.

- c. Put a blog with comments to let faculty post about it. With attribution. Can be behind a firewall of login.
- d. Appoint and announce a communicator for the process. Have the President or University Relations make this announcement.

Thank you Erica!

Proposed Two-College Restructuring

The Academic Taskforce recommends a two-college design. The names of the colleges (in bold) may be subject to change but were chosen as descriptors reflecting generally accepted terms. The academic units (underlined and bulleted) may be labeled as “schools” or “departments” or another title; however, we do recommend consistent naming of all units (i.e. School of Fine Arts, School of Humanities, School of Nursing **OR** Department of Fine Arts, Department of Humanities, Department of Nursing, **but not**, School of Fine Arts, Department of Nursing).

Faculty numbers (in parentheses) reflect the most current totals as of Fall 2018.

College of Arts and Sciences (82.5)

- Fine Arts: (13.5 faculty)
 - Art (5)
 - Music (6)
 - Theatre Arts (2.5)
- Humanities: (16 faculty)
 - Communication (2)
 - Language & Literature (13)
 - Philosophy (1)
 - Folklore
 - Journalism
- Mathematics/Computer Science: (10 faculty)
 - Mathematics (8)
 - Computer Science (2)
- Natural Sciences: (17.5 faculty)
 - Biology (5)
 - Chemistry (6)
 - Forensic Science (2)
 - Geoscience (2.5 – does not include 3 NASA FEAPs)
 - Physics (2)
- Social/Behavioral Sciences:
 - Social Sciences (18 faculty)
 - Criminal Justice (8.5)
 - History (4)
 - National Security & Intelligence (4 = 3+2@50%)
 - Political Science (1.5)
 - Behavioral Sciences (9 faculty)
 - Psychology (6)
 - Sociology (2)
 - Geography (1)

College of Professional Studies (81)

- Architecture: (4 faculty)
- Aviation: (4 faculty)
- Business: (19 faculty)
 - Accounting (3)
 - Business Administration (12)
 - Healthcare Management (1)
 - Information Systems (3)
- Education (13)
- Engineering Technology: (15 faculty)
 - Graphic Design Technology (2)
 - Engineering Technology (11)
 - Occupational Safety (2)
- Health and Human Performance: (9 faculty)
 - Exercise Science (4.5)
 - Physical Education (2.5)
 - School Health (1)
 - Outdoor Recreation (1)
- Nursing/Community Health: (17)
 - Nursing ASN (13)
 - Nursing BSN (2)
 - Community Health (2)

Other academic units may also be considered, examples mentioned include Appalachian Folklore, Museum Studies, Honors, etc. (Since Honors is interdisciplinary, the Provost recommends it remain as is.)