Operational Sustainability
Uplift Valpo – Thrive 3

Spring 2023 Faculty Workshop

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Provost and Executive Vice President for Academic Affairs

Outline

- Addressing Current Challenges
- Task Force and Charge
- Academic Structure Definitions
- Structure Definition Feedback
- Current Status

What challenges are we trying to solve?

- **Collaboration** - Boost collaboration among faculty to support current programs/research and future strategic planning initiatives (i.e. – Valpo Connect).

- **Operational Inefficiencies** - Address operational inefficiencies due to small departments.

- **Administrative Support** - Provide better administrative support for and communication to faculty and staff.

- **Expenses** - Decrease academic administrative expenses.

WE NEED TO ENSURE THAT AS WE SOLVE THESE PROBLEMS, WE CONTINUE TO ENHANCE AND NOT DAMAGE THE STUDENT EXPERIENCE.

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Task Force

- Comprised of Deans, VPs and Faculty Senate Chair
- Charge: Review the academic structure to identify synergies that will create more natural connections between academic units and provide a more efficient administrative framework.
- Future Outcomes:
  - Increase support for the faculty and staff in the work that they do.
  - Expand support of currently enrolled students to provide a better experience.
  - Assist the recruitment of new students given the changing demographics and the needs of today's students.
  - Provide a positive impact on the financial model, through the generation of revenue and/or reduction in overall cost.

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Task Force

- Tasks:
  - Investigate academic structures at other institutions.
  - Define academic structure components for Valpo to use including information on:
    - Structure organization
    - How structures are established and dissolved
    - Funding/Budgets
  - Create various academic structuring scenarios along with the pros and cons of each.
- The Task Force met from November through March for over 50 hours.

Academic Structures Definitions

- College
- School
- Institute
- Center
- Department
- Program (graduate)
- Major (undergraduate)

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New Academic Structure Component - School

- *Unifying Aspects*:
  - Offers two or more majors or disciplines
  - United by leadership, not discipline

- *Curricular Status*: Curricular, degree-granting

- *Structural Organization*: Needs to have 12 or more FTE

- *Leadership*: Head, reporting directly to the dean

- *Administrative Framework*: A collection of majors and/or programs. It does not include departments.

New Academic Structure Component - Institute

- *Unifying Aspects*:
  - Curricular but not degree-granting
  - Has a specific academic focus (solar energy, artificial intelligence)

- *Curricular Status*: Curricular, non-degree-granting

- *Structural Organization*: No minimum or maximum, size is determined by purpose

- *Leadership*: Faculty with pre-defined compensation (monetary, release-time, or combination thereof)

- *Administrative Framework*: Option for program coordinators and/or outreach staff depending on mission/size; admin assistant support

New Academic Structure Component - Center

- *Unifying Aspects*:
  - Co-curricular and not degree-granting
  - Has a distinctive topical focus (ethics, sustainability)

- *Curricular Status*: Co-Curricular, non-degree-granting

- *Structural Organization*: No minimum or maximum, size is determined by purpose

- *Leadership*: Director, either faculty or specific staff director; reports directly to a dean.

- *Administrative Framework*: Option for program coordinators and/or outreach staff depending on mission/size; admin assistant support

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Academic Structure Component Definitions

Category Name	College	School	Institute	Center	Department	Program	Major
Unifying aspect/s	Similar approaches to knowledge, "how we interact and approach knowledge"	Offers two or more majors or programs from distinct disciplines. Unified by leadership, not by disciplines.	Has a specific academic focus, such as solar energy research, artificial intelligence, church music, etc.	Has a distinctive topical focus, such as ethics, leadership, or sustainability.	Unified by a specific domain of study.	Well-defined collection of graduate courses and requirements that lead to a degree	Well-defined collection of undergraduate courses and requirements that lead to a degree
Curricular status	Curricular, degree-granting	Curricular, degree-granting	Curricular, not degree-granting	Co-curricular, not degree-granting	Curricular	Curricular	Curricular
Structural organization	No minimum or maximum, but should be similar to other colleges.	Needs to have 12 or more FTEs	No minimum or maximum, size is determined by purpose.	No minimum or maximum, size is determined by purpose.	Needs to have 6 or more FTEs	Will be housed in a department or a school.	Will be housed in a department or a school.
Leadership (top-level)	Dean; self-governing under supervision of the Provost	Head, reporting directly to a dean.	Faculty with pre-defined compensation (monetary, release-time, or combination thereof)	Director, either faculty or specific staff director; reports directly to a dean	Department Chair, reporting directly to a dean	Program Director, reporting directly to a department chair or dean	Department Chair or Head of a School, reporting directly to a dean
Administrative framework	Associate and/or assistant deans may perform college-level work as deemed necessary, such as accreditation. If the college contains schools, departments, or other smaller academic units, the leaders of those units typically report directly to the dean.	A school will be a collection of majors and programs. It does not include departments.	1 admin assist (full or part time); scaled up depending on size; option for program coordinators and/or outreach staff depending on mission/size.	1 admin assist (full or part time); scaled up depending on size; option for program coordinators and/or outreach staff depending on mission/size.	Department chair with possible support from an administrative assistant	Program director with possible support from an administrative assistant.	Department chair with possible support from an administrative assistant... Interdisciplinary majors and minors can be led by faculty coordinator.
Established by:	The president in consultation with the Provost and the Board of Directors.	Proposed by any person or group, addressing all elements as noted here. Provost must approve the creation and naming of the school.	Proposed by any person or group, addressing all elements as noted here. Provost must approve the creation and naming of the institute.	Proposed by any person or group, addressing all elements as noted here. President must approve the creation and naming of the center.	Proposed by any person or group, addressing all elements as noted here. Provost must approve the creation and naming of the department.	Proposed by any person or group, addressing all elements as noted here. Provost must approve the creation and naming of the program.	Proposed by any person or group, addressing all elements as noted here. Provost must approve the creation and naming of the major.
Metrics for measuring health of unit	P&L statement, enrollment by SCH, SFR, "service" courses to other units.	P&L statement, enrollment by SCH, SFR, "service" courses to other units.	P&L statement, enrollment by SCH, SFR, "service" courses to other units.	Core to University mission and/or financial sustainability	P&L statement, enrollment by SCH, SFR, "service" courses to other units, number of majors and minors	P&L statement, enrollment by SCH, SFR, "service" courses to other units, FTE of students enrolled	P&L statement, enrollment by SCH, SFR, "service" courses to other units, number of majors
Dissolved by:	Final say: Board	Final say: Board	Final say: Provost	Final say: Provost	Final say: Dean	Final say: program discontinuance process	Final: program discontinuance process
Budget/Funding through:	Mix. Must have a budget. Regular University funding should provide at least X% of operating budget. Endowments, gifts, grants or other revenue(?) sources should...	Mix. Must have a budget. Regular University funding should provide at least X% of operating budget. Endowments, gifts, grants or other revenue(?) sources should...	Primarily external funding (including endowments, grants, gifts, etc.). Must have a budget.	Various (regular University funding, gifts, etc.). Must have a budget.	Mix. Must have a budget. Regular University funding should provide at least half of the operating budget. The remainder is made up of endowments, gifts, grants, or other revenue sources.	Typically funded through departmental budgets.	Typically funded through departmental budgets.
Funding: Leadership	Regular University funding	Regular University funding	Primarily external funding (including endowments, grants, gifts, etc.). Must have a budget. [after pilot?]	Primarily external funding (including endowments, grants, gifts, etc.). Must have a budget. [after pilot?]	Regular University funding	Regular University funding	Regular University funding
Funding: Faculty	Regular University funding	Regular University funding	Primarily external funding (including endowments, grants, gifts, etc.). Must have a budget.	Primarily external funding (including endowments, grants, gifts, etc.). Must have a budget.	Regular University funding possibly supplemented by endowments	Regular University funding possibly supplemented by endowments	Regular University funding possibly supplemented by endowments
Funding: Staff	Regular University funding	Regular University funding	Regular University funding?	Regular University funding	Regular university funding	Regular university funding	Regular university funding
Elevator summary	Collection of all related disciplines on a campus	Collection of disciplines with an intellectual affinity	Curricular organization designed to address specific interdisciplinary academic purpose.	Co-curricular organization designed to address specific interdisciplinary academic purpose.	Administrative unit typically united by a field of study.	Graduate field of study. May be disciplinary or inter-disciplinary	Undergraduate field of study. May be disciplinary or inter-disciplinary

Title	Dean	Associate Dean	Assistant Dean	Head	Director	Program Director	Department Chair
Primary responsibilities	Leadership and governance of academic unit that includes faculty. Overview all academic and operational aspects of designated unit. If a college dean, has authority regarding curricular...	Varies by area of responsibility	Varies by area of responsibility	Leadership of school and its academic programs.	Leadership of the center, its events, and activities	Leadership of graduate program.	Leadership of department and its academic programs.
Reports to	Provost	Dean	Dean	Dean	Dean	Dean	Dean
Compensation	Regular University funding	Regular University funding	Regular University funding	Regular University funding	Primarily external funding (grants, endowment, patents, programming, etc.)	Regular University funding	Regular University Funding
Final decisions at this level	Personnel... Fiscal... Facility...	Varies by area of responsibility	Varies by area of responsibility	Scheduling, curriculum, assessment, accreditation, hiring,	Programming, assessment, hiring	Scheduling, curriculum, assessment, accreditation, hiring,	Scheduling, curriculum, assessment, accreditation, hiring,

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Table Breakout Sessions (Questions)

- What other details do we need to consider as we contemplate the creation of these different units (school, center, institute)?

- How might these new units (school, center, institute) help us meet the students' academic interests?

- Should there be a limit to the number of centers/institutes to ensure they receive the resources needed to be successful?

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Current Status

- Finalizing academic structure definitions over the summer
- Current Major/Program moves in progress
  - Sports Management and Sports Administration from CAS to COB
  - Exercise Science from CAS to CONHP
- Future reorganizing decisions will not occur until after the start of the fall 2023 semester (for the 24-25 academic year)

Questions/Comments

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