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The University of Akron Faculty Senate Chronicle

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## Faculty Senate Chronicle for March 7, 2019

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March 7, 2019

39 pages

#### SENATE ACTIONS

1. Adopted a resolution from the Curriculum Review Committee to approve the list of course proposals (Appendix A).
2. The Faculty Senate requests that the resolution that was passed at the February 2015 regarding part-time faculty pay increases be sent to the University Budget and Finance Committee for review.

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MINUTES OF THE FACULTY SENATE MEETING OF  
March 7, 2019

The meeting of the Faculty Senate took place Thursday, March 7, 2019 in room 201 of the Buckingham Center for Continuing Education. Senate Chair Linda Saliga called the meeting to order at 3:01 pm.

Of the current roster of 64 senators, 39 attended the meeting. Senators Ferris, Fielding, Mahajan, Miller, Roy and Szalay were absent with notice. Senators Barry, Bean, Bennington, Braun, Broadway, Cargill, Chronister, Dey, Giffles, Graor, Haritos, Hoge, Kidd, Sahl, Tuesday, Walker, Wang and Xi were absent without notice.

*I. Adoption of Agenda*

On Senator Soucek's motion, the agenda was adopted as amended without dissent.

*II. Adoption of Minutes of the February meeting*

On Senator Thornton's motion, the minutes of the February meeting were adopted.

*III. Remarks of the Chair*

I've received many senate related emails this month, not all of which have concerned reorganization. I will try to address some of these, as well as reorg.

The first concerns the new policy regarding research grants and summer salary. If I understand the policy correctly, any research grant proposed that is

requesting summer salary needs to request academic year salary also, at a ratio of 2:1. It shouldn't matter who writes the proposal, faculty or administrator, the salary component needs to apply to everyone.

Next is workload. I'm hearing that some units are writing different policies for tenure track faculty than for non-tenure track faculty. Each unit should have one policy that applies to everyone. Load should be determined by what an individual faculty member does, and not their rank. If a duty changes hands, the load/stipend for said duty should not change.

My inbox has exploded the last two days with concerns about the reorganization plan that Interim President Green will be discussing shortly. I share many, if not all, of these concerns. My primary difficulty is the timing. Reorganization costs money. With a \$45 million structural deficit, it doesn't make sense to me to take on such a large task.

I realized earlier this month that I didn't know what is meant by a structural deficit. Why do we now need an adjective in front of deficit? I have learned that the adjective "structural" means that we are comparing what we currently have to a previous, fixed point in time. Specifically, we are comparing our projected student enrollment to our enrollment in 2015 – down 5000 students. Comparing the actual tuition dollars we received in 2015, to the tuition dollars we receive with 5000 fewer students, we are bringing in \$45 million less. That's the structural deficit. This figure doesn't take into account the fact that we have lost 15% of our full-time faculty in this time frame, losing 8% last year. We need to worry about the real deficit – how much more are we expecting to spend than

what we are bringing in. I believe we have a real deficit. Previous administrations, with the Board of Trustees approval, took out loans to build parking garages, dorms, a fieldhouse, and football stadium. Paying off these loans is the main source of our problem. We have a real deficit, but it isn't \$45 million dollars.

The University spent the fall term writing three-year action plans that the administration claims to have been impressed with; saying that there were many good ideas proposed that should be implemented. We haven't had time to implement any of these plans. It seems to me that reorganization could, and probably will, derail the implementation of these plans. There are only 24 hours in a day, our employee numbers are dwindling, and many of us are at the point that we cannot take on another task. If we stop to plan a reorganization, something we are currently doing will be dropped.

Another timing aspect is the shared governance process. This timeline is, as usual, very rushed. I hope the administration is really interested in actual shared governance, and not just the process.

There is so much more I want to say about this, but I'll stop here. I'm sure my fellow senators will have plenty to add after the presentation.

*IV. Report of the Executive Committee*

The Executive Committee met four times since the last regular senate meeting.

The EC met on February 21<sup>st</sup> to discuss senate elections, the declining number of senate seats, student evaluation forms, part-time faculty raise issues and workload.

The EC met again on February 21<sup>st</sup> with the interim president and provost to discuss syllabus policies related to tardiness, the timeline for workload, the need for more time to craft good policies, joint appointments, joint titles, and reorganization. Additionally, grant allocations, stipends, and the shortage of faculty and staff to complete necessary tasks were also discussed.

The EC met on February 28<sup>th</sup> to prepare for the March 7<sup>th</sup> senate meeting. The EC discussed the reorganization proposal and the by-laws. In addition, the Part-Time Faculty Committee resolution from 2015 was discussed. This resolution was given to the president in 2015, and the president forwarded the resolution to the University Council's Budget and Finance Committee. Chair Saliga will resend the resolution to Interim President Green. The 2015 resolution also asks for a regular review of raises for part-time faculty which still needs to be acted on. The part-time faculty did receive a 3 % raise in FY2019.

The EC met on March 5<sup>th</sup> with Interim President Green to discuss reorganization.

This concludes my report.

*V. Committee Reports*

A. Curriculum Review Committee—Provost Ramsier

Provost Ramsier presented a motion to approve the curriculum proposals (Appendix A) sent with the agenda. The motion carries without dissent.

B. Computing and Communications Committee—Chair Randby

Chair Randby presented the CCTC report and announced two upcoming meetings. (Appendix B)

*VI. Report of the Graduate Council Representatives—Senators Soucek and Tessier*

Senator Soucek noted that the committee was visited by the provost and president. The committee was concerned about a 50% drop in applications and 1/3 drop in graduate enrollment. Concerns about the tuition admission rule were shared in the committee.

*VII. Remarks of the President*

Interim President Green thanked the body for extended time for his remarks. He discussed the definition of the structural deficit and stated that even with staff and faculty reductions, a 45 million dollar deficit remains.

He showed the slide show and outlined the events preceding the reorganization proposal. He promised to provide a much more detailed document with evidence. The more detailed document will be made available to the University community on Monday, March 11.

He delineated the steps taken to support shared governance. The Board of Trustees initiated the discussion with the interim president and he argued that



these proposals needed to come to the senate. He understood that some people are specifically affected by reorganization, but also stated that everyone would be affected in some manner. He listened to comments and alternative proposals and drafted revisions. The present proposal resulted from these revisions.

The interim president stated he would submit the final proposals to this body and to the entire campus. Chair Saliga and the interim president agreed that the APC would review the reorganization proposals and provide the forum for the discussion. The APC must have the review and recommendation by the May senate meeting. The APC must also provide answers to questions given to them by the interim president and the EC. Any proposals taken to the Board will be reviewed by the EC.

The interim president stated that one of the most important reasons to undertake reorganization is to foster new degree programs underpinned by new undergraduate tuition dollars. Due to competition, the university must attract new students around the country. Secondly, academic reorganization was described as creating clearer pathways to graduation by making it easier for students to transfer between colleges.

The interim president described the “college” as the primary structural unit for much of the collaboration and governance that happens on the campus. By changing the college structure, new forms of collaboration can emerge. Reorganization of academic support units and auxiliaries was also mentioned. Changing and reinvigorating campus culture was described as a catalyst for reorganization.

Interim President Green noted that all the slides were drafts. He wanted to engage the untapped expertise of faculty, redesign degree programs and reduce duplication. He stated that one of the biggest problems is lack of easy transfer of students between colleges.

The interim president characterized reorganization discussions as necessitating a resolution of competing priorities. He discussed the example of the reduction of graduate support funds as an exemplar of how the current college structure creates competing priorities that are dysfunctional. He stated that although he had to represent his college, when he was the dean of Arts and Sciences, he also had to make a decision that helped the University as a whole. He had to choose between the College and the University, and since the College of Engineering actually needed more funds, while Arts and Sciences did not, he chose to make the decision that would benefit the whole.

He argued that while the current college structures are very fixed, they were haphazardly grown. Reorganization called for the University to examine structural developments deliberately rather than simply allowing things to continue.

Reorganization in relation to the budget was discussed. The reduction of the general fund subsidy to various programs was identified as a primary goal. Joseph Schumpeter's term creative destruction was used to describe the need to change. The interim president portrayed the need to grow new programs as a primary driver of reorganization as well as the need to allow decaying programs to close.

Procedural and timing concerns were discussed. Interim President Green assured that no proposals would be taken to the Board before the June meeting. Additional personnel will be needed to actually implement the proposals and committees will be formed. The committees will have a year to create a mission, a timetable, and plans, including budgetary needs.

He assured that departments and schools would move as units, so RTP and merit will not be affected. After the move occurs, future changes will happen through normal governance processes. Physical relocation will be avoided if at all possible.

Interim President Green emphasized that reorganization should not disrupt degree completion nor is the goal to reduce the size of the faculty or the staff. However, he said although reductions may need to occur, reorganization is not a cover for that.

Open searches for deans of the new colleges were promised. Fall of 2019 will see searches deans of the Colleges of Education and Health Professions.

He discussed the proposals and stated that a much more detailed document is forthcoming and that the names are for discussion purposes only. The names made it easier to communicate about the proposed colleges, but the actual names should be generated by the committees. He discussed the proposals outlined on the slides.

He began with the proposal for the new college of “Polymer, Chemical, and Biological Sciences”. The programs exemplified a common, shared, visible strength and recognition. He commented that one problem is that Polymer Science

and Polymer Engineering do not have undergraduate degrees, which would change with reorganization. The Biology Department was distinguished as an overlapping field that was outstanding in its own right, and all the programs within the new college would be “bioinfused”. The top four programs (on the slide) were also determined to be revenue negative.

Interim President Green acknowledged debates on what constitutes an acceptable return on investment. However, he painted the current situation as unacceptable and unsustainable. He imparted his view that The University of Akron can no longer be the low cost provider. He defined sustainability as earning tuition dollars. A stated goal was to have research grants ask for revenue for undergraduates. One challenge for these programs has been that some faculty in these programs don’t teach undergraduates. Historically, most of the undergraduate students have been scholarshipped.

The next proposal discussed was the new college of “Engineering, Science, and Technology.” The CAST program was noted as a growth area. The short-term gain will be that students that want to be engineers will be able to immediately transfer. High quality students that will not graduate in Engineering could earn degrees in Engineering Technology. Employers have stated that there is large demand for engineering technology degrees.

One response to the initial proposal was to move the natural sciences out of Arts and Sciences. This proposal is a result of some of those changes. The interim president changed his thinking on departments. He commented that while it

appears that we will be having two stem colleges, he believed that putting all these programs together in one college would obscure distinctive strengths.

One of the main themes in the reorganization was to reduce and redefine the College of Arts and Sciences.

The interim president showed the slide which discussed the College of Applied Science and Technology. The remaining degree programs were slated to be removed from CAST and move into other colleges. He found the arguments to allow CAST to remain its own college to be persuasive. The creation of the “Innovation College” stemmed from these arguments. The Innovation College would be similar to the Honors College and the Graduate School in that it would encompass alternative activities.

The interim president showed the slide on the Innovation College. This college would be responsible for bringing back evening, weekend, and expanding online. A lack of prioritization has resulted in a loss of the market share of these students. The interim president noted that the student body fits a much more traditional profile than in the past. He noted other pipelines housed in the Innovation College such as Direct Connect and the police and fire academies.

Wayne College proposed affiliations were discussed. The Kent State regional campus model was evoked as an explanation. The interim president made clear geography mattered. He noted that some activities are tied to the unit and will require regional units to remain distinct. However, the faculty at Wayne and the disciplinary experts at Wayne should be in regular conversation with their colleagues on the main campus. He recognized challenges because people have

different RTP guidelines. Those hired, tenured and promoted on different guidelines will have to be managed. New faculty will be hired through the main campus units. The interim president questioned why there were four different English departments. He stated that rather than have a main campus English department, a Wayne English department, Developmental Education English department, and CAST English department, the goal would be to have one department that services different population. He saw this an opportunity to improve efficiency, curriculum, and cement connections.

Interim President Green assured the body input would be taken seriously. He described the most persuasive arguments as those that involved evidence and reason. Real shared governance was defined as intellectual argument between faculty and administration. In a turn of phrase, Green stated shared governance becomes shared selfishness if it becomes protectionist. The result of such thinking would be bankruptcy. Alternative proposals must be underpinned by evidence and reason. He stated that he would not be persuaded by default options, but rather by new alternative proposals with supporting evidence.

Chair Saliga reminded the interim president he had yet to provide evidence for the current proposals.

APC Chair Klein asked about the charge given by the Board of Trustees and the reason why this was done before a new presidential hire.

Interim President Green stated that the BOT directed the president to make the changes to bring in new revenue and improve efficiency. The Board was concerned that a new president would take too much time to get oriented and to

outline goals. The board decided that by handing the new president a plan, a budget and specific organization changes, the orientation phase could be replaced with action.

APC Chair Klein asked how excellence is defined.

Interim President Green defined the term as it is used by other research universities and by revenue. He stated that a 25% salary cut would solve the university's financial problems.

Senator Shott asked for clarification on the specifics of the direction given by the board regarding reorganization. He asked if change for the sake of change was the primary driver.

Interim President Green clarified that the Board wanted an organizational analysis and these proposals were crafted as a result. He stated the Board's expectation that the strategic action plans and reorganization plans are to be implemented by the next president.

Senator Randby stated that the KSU model is actually a failed model. He also clarified that his department is already part of the main campus. His department has been discussing moving for two years; however, merging is not appropriate for general math and is central to other CAST programs. He summarized that while a move is needed, merging is a significant concern. He also expressed concerns about the Cybersecurity and Digital Forensics programs. The programs are interconnected and moving them may break apart programs.

Interim President Green asked the body to be cognizant of all the details mentioned.

Senator Stearns asked for clarification on the College of Education.

Interim President Green discussed the College of Education and some of the exciting new programs such as the Urban STEM Center. Because these changes have already been made, the College of Education was not included in the reorganization proposal.

Senator Soucek reported that during a prior discussion with the interim president, the colleges were told that they were not required to merge, yet the proposals have remained in place. He expressed great umbrage by the interim president's statements that Polymer Science steals tuition dollars from undergraduate students. He stated that his department was in the black last year and hoped that the interim president would never say the comment about stealing again.

Interim President Green disagreed with Senator Soucek's characterizations of his statements. He argued that the proposals are not merging departments, which he characterized as a response to comments he received.

Senator Nofziger noted that departments were already making changes based on the plans, but that those plans have not had time to produce results. She argued that the status quo or default position is not yet known because the results of the action plans are not known. The senator also expressed concern that although the proposal discussed the development of new degrees as a main goal, reorganization is not an obvious or clear path to program development. Programs take a considerable amount of time to develop, and the senator felt it was unlikely



that reorganization would facilitate more rapid program creation. She argued that in fact, the opposite result may be more likely.

Interim President Green agreed with Senator Nofziger that program development is a long process, but also argued that degrees proposed within colleges take a shorter amount of time. The interim president remained hopeful that change would happen due to new incentives created by reorganization and that it would generate new revenue.

Senator Haritos noted that the new degrees in engineering only took two years and it was done across colleges. The senator also shared significant concerns expressed by colleagues. He recounted his experience in the Air Force with reorganization. Reorganizations in the Air Force started by addressing the problem, gathering data and then brainstorming solutions to fit the problem. His concern was this process is backward. He is concerned that the timetable is too short for real input and real analysis.

Interim President Green concurred that what was described was the ideal; however, stated that the University could not afford to engage in ideal deliberation due to the current budgetary crisis. He asked for patience while the data was being gathered and assured the body that it would be presented.

Senator Haritos stated time was needed to engage in accurate problem analysis, interpret the data, and propose alternatives. He proposed that if there was not adequate time to do this according to the processes of shared governance, it would be better to not go through the charade.

Interim President Green stated he did not want to make the process worse and fail because the ideal form of deliberation could not be met. Some shared governance processes could be accomplished within a limited time frame.

Senator Haritos expressed concern about the failure of the reorganization proposal to address the loss of enrollment. How did we go from 29,000 to 22,000 students? He illustrated enrollment decline is not the result of demographic decline, since all of the surrounding colleges have gone up in enrollment. Where are the steps to cure what happened with the enrollment and what are the projections in terms of how this reorganization will improve the enrollment?

Interim President Green stated there have been extensive plans to address enrollment decline. He noted the provost has shared a lot of information. He argued the enrollment decline was in part due to making internal disagreements public. He stated the need to offer distinctive programs, as the biggest enrollment gains have been in areas of distinction.

Senator Schulze agreed there is budget problem, that it is an emergency and needs to be addressed. The senator recounted her experience with a program reorganization that was disruptive and time consuming. She warned the reorganization proposal fails to address the immediate emergency; whereas, an aggressive recruitment, retention and graduation plan would immediately address the budgetary crisis that has been discussed. She urged the president not to interpret the questions posed today as cynicism or disinterest of the faculty. She called for the president to engage the faculty more directly to find a solution to the

immediate problem at hand. She also noted students are not likely to enroll in Akron because of the organizational structure of colleges.

Interim President Green stated students do make choices based on the degree programs that are offered and reorganization is about creating more distinctive degree programs. He expressed concern about the extreme views expressed on the issue and did not mean to describe it as cynicism, opting instead for the word, “skeptical”.

Senator Hazlett discussed the various departments in math and stated the need to keep different departments based on the student body. Asked the president to keep in mind that faculty in these departments have the expertise to teach these specific students.

Interim President Green clarified he’s not proposing mergers of units. He defined this section of the proposal as one of connections rather than mergers. He recognized students have different needs and faculty in different departments are trained to meet those needs.

Senator Evans agreed with Senator Soucek regarding comments that engineering students are expensive. He argued the problem is not with the cost of the program but with the way the revenue is allocated and ROI is calculated. He asked for other models of calculation to be explored before assuming programs are good or bad investments. He also expressed concerns that the proposed changes will actually harm enrollment and retention in the College of Engineering. He countered the claim that transfer is difficult and reorganization

would make transfer easier. He also portrayed the college as a hub of collaboration and synergy that would be lost with reorganization.

Senator Foster was intrigued by the description of the Board's intentions. He stated it appeared that the board is more interested in hiring a manager rather than a visionary leader that would transform the University.

Interim President Green stated this presidential search is unique because of the precarious position of the University. He hoped that the new person will focus first on stabilization and then will move the University in a new direction once stabilized. He believed that we will attract a good pool of applicants.

Interim Chair of Modern Languages, Maria Zanetta thanked Chair Saliga for recognizing her. She shared Senator Haritos' concern that the process was significantly flawed. She argued the past turbulence was due in part to flawed governance processes and the hasty adoption of poorly vetted initiatives. Modern Languages Chair Zanetta reiterated that the majority of faculty were eager to be part of the solution and it was hurtful when faculty are described as selfish and skeptical by the administration. By being presented with persuasive recommendations, she assured the interim president faculty would be enthusiastic to participate.

Interim President Green expressed skepticism that all faculty were engaged and wanted to help. He reiterated we cannot use the lack of a perfect process as an excuse to do nothing.

Senator Budd noted significant budget cuts are on the horizon. She summarized shared concern that the reorganization would be disruptive and

expensive. Moreover, she stated it failed to address urgent and immediate concerns. She likened the reorganization proposal to focusing on the plumbing during a house fire. She proposed we refocus quickly and urgently on recruiting and retaining students and meeting students' needs.

Senator Scotto thanked the president for being transparent. Senator Scotto reminded the president of the previous reorganization which did not produce any new programs, or classes. Rather than gain, the Nursing Program suffered significant losses in identity, name, and faculty. The reorganization failed to produce any positive outcomes but did create significant losses such as empty offices, student confusion, and loss of faculty.

Senator Schulze read an email from Hazel Barton, professor in Integrated Biosciences.

Dear Senators,

I've had the opportunity to meet with many of you over my time at UA, for those of you I have not met yet, I'm an active researcher in Biology/Geoscience and Director of the Integrated Bioscience Program.

I'm emailing to voice my very serious concern about the proposed reorganization plan from the President. While the four goals of the plan are admirable (regarding collaboration, financial stability, academic strength and ease of degree attainment) I cannot find any evidence or meaningful justification as to how the proposed reorganization plan will reach these goals.

As an example, one of the goals of placing biology in the proposed College of Polymer, Chemical, and Biological Sciences is to foster research collaboration.

I already have three active collaborations with Polymer Science, which have yielded over a dozen research papers and three grant proposals in the last 3 years. It is unclear as to how my being in a combined college will somehow enhance this collaboration, or overcome the 'barriers' that I have not experienced. If anything, Biology will become the lowest rung on a new college ladder, and my own research activities will be more challenging to support.

I came to UA because I believed in the quality of the biology program and IB. Programs that I feel will irreversibly damaged by the proposed reorganization. I therefore strongly encourage you to vote against the proposed plan without a significant justification and very clear demonstration of decisions are being made within a culture of shared governance.

Signed, Hazel Barton

APC Chair Klein discussed the peer review process as a model for how this process should work and echoed significant concerns about the timeline. She argued in order for APC to devote the time needed to review proposals, the committee would likely need more time than has been outlined. She stated that not only would the process not be perfect, it would fail to be sufficient to make a thoughtful, and appropriate review.

Senator Makki asked how these new college structures will make distinctive programs clearer to students. She also doubted that rearranging departments would create new degree programs, research, and enrollment.

Chair Saliga noted that Interim President Green had another engagement to attend and had to leave.

*VIII. New Business*

Senator Budd introduced the following resolution:

Whereas, organizational changes, when necessary, should result from a formal strategic planning process involving internal and external constituencies; and

Whereas, the strategic planning process, and the organizational initiatives that flow from this process should be led by permanent leadership; and

Whereas, the University is currently engaged in an active search for a permanent president, and

Whereas, any good candidate for president would want to have a meaningful role in planning,

*Resolved*, that decisions regarding reorganization and other major changes be deferred until a permanent president is in place.

The motion was seconded by Senator Soucek.

Chair Saliga asked for discussion on the resolution.

Senator Matejkovic spoke against the resolution. He expressed concern that a new president may know little about the institution. The senator argued that there were benefits to giving a new president a set of plans and guidance, which may avoid the problems of the past. He also stated there are likely many other proposals on the table.

Senator Hazlett made a motion to postpone the discussion of the resolution until the next meeting and/or refer it to the APC.

Senator Srinivasan seconded the resolution for postponement.

Senator Howley supported postponement since the evidence was promised. She stated reviewing the evidence would be beneficial and could be done in an upcoming APC meeting.

Dean Subich was concerned postponement would leave too little time to act on other issues and APC would have too little time to consider the evidence.

Chair Saliga noted APC needed to look at the evidence no matter what was done in terms of the resolution.

Senator Hauser moved to call the question.

Senator Metejkovic seconded.

The motion to postpone the consideration of the resolution regarding reorganization deferment carried.

Chair Klein asked about senate elections.

Chair Saliga answered senate elections had not yet begun.

#### *IX. Good of the Order*

Senator Saliga reminded the body to please fill out one of the attendance sheets located in multiple places around the room.

#### *X. Adjournment*

The meeting was adjourned at 5:19 pm.

—Heather Howley, Secretary.

Questions and comments about the minutes can be emailed to [hhowley@uakron.edu](mailto:hhowley@uakron.edu) or called in to x8958.

#### APPENDIX A



Proposal Number	Proposal Name
BUS-MANGT-18-24781	Supply Chain/Operations Mgmt
EDUC-CURR-18-24192	Instructional Design and Assessment
SUMM-BUSTECH-17-22098	Global Business Communication
CHP-ALLIEDHEAL-15-15224	Anatomy and Physiology for Allied Health Laboratory
CHP-ALLIEDHEAL-18-24764	Basic Diagnostic Coding
CHP-ALLIEDHEAL-18-24776	Medical Insurance
CHP-ALLIEDHEAL-18-24941	Legal Concepts of Healthcare
A&S-INTRDESIGN-18-23659	Senior Design Studio I
A&S-MODL-18-24007	French/Francophone Stud (Cert)
A&S-POLSC-18-24051	Cnflct Trnsfr & Soc Ent (Cert)
BUS-FINAN-18-23384	Risk Managment: Property and Casualty
A&S-CHEM-18-25321	Chemistry
A&S-CHEM-18-23365	Advanced Chemistry Laboratory III
A&S-CHLDFAMDEV-18-23766	Teaching in the Early Childhood Classroom
A&S-CHLDFAMDEV-18-23767	Teaching in the Early Childhood Classroom Lab
A&S-CHEM-18-25323	Chemistry
A&S-ENGL-17-20428	Fiction Appreciation
A&S-ENGL-18-23522	Fiction Appreciation
A&S-ENGL-17-20429	Shakespeare & His World
A&S-INTRDESIGN-18-23666	Senior Design Studio IV
A&S-INTRDESIGN-18-23780	Programming and Space Planning
A&S-MODL-18-24718	French Composition
A&S-MODL-18-24039	Advanced Intermediate Japanese I
A&S-MODL-18-24660	Hispanic Literature in Translation
A&S-MODL-18-25231	Spanish for Professionals: Business
A&S-STATS-18-23114	Actuarial Science I
A&S-STATS-18-23115	Actuarial Science II
A&S-MUSIC-18-24501	Exploring Music: Bach to Rock
A&S-STATS-18-23270	Spatial-temporal Statistics
A&S-STATS-18-23382	Bayesian Statistics
BUS-FINAN-18-23385	Risk Management: Life and Health Insurance
BUS-FINAN-18-23386	Retirement Planning
BUS-FINAN-18-23387	International Business Finance
BUS-FINAN-18-23409	International Banking
BUS-FINAN-18-23390	Advanced Financial Analytics
BUS-FINAN-18-24461	Financial Statement Analysis
BUS-FINAN-18-24606	Foundations of Financial Planning
BUS-MARKET-18-25026	Marketing Research
CHP-ALLIEDHEAL-18-24670	Basic Procedural Coding

BUS-MARKET-18-25045	Professional Insights: Marketing Management
POLY-POLYDEAN-17-21555	Polymer Materials Science and Engineering
SUMM-BUSTECH-18-23230	CIS Senior Networking Projects
A&S-CHLDFAMDEV-17-21734	Child & Family Dev. - Thesis
A&S-COMMUN-18-24766	Communication Criticism
A&S-COMPSCI-18-23193	Abstract Machines
A&S-STATS-18-23269	Spatial-temporal Statistics
A&S-COMPSCI-18-23858	Graph Analytics
A&S-STATS-18-23381	Bayesian Statistics
CHP-NURIN-17-22718	Clinical Psychopharmacology
CHP-NURIN-18-24944	Adult/Gerontological Health Nursing CNS I
CHP-NURIN-18-24945	Adult/Gerontological Health Nursing CNS IV
CHP-NURIN-18-24946	Adult and Gerontological Health Nursing CNS I Practicum
CHP-NURIN-18-24947	Adult/Gerontological Health Nursing CNS II
CHP-NURIN-18-24948	Adult and Gerontological Health Nursing CNS II Practicum
CHP-SOCIAL-16-18680	Ethics and Professional Behavior
CHP-NURIN-18-24949	Adult/Gerontological Health Nursing CNS III
CHP-NURIN-18-24950	Adult and Gerontological Health Nursing CNS III Practicum
CHP-NURIN-18-24951	Adult/Gerontological Health Nursing CNS IV Practicum
CHP-SOCIAL-16-18682	Advancing Human Rights and Social Policy
CHP-SOCIAL-18-24862	Trauma-Informed Social Work Practice
A&S-PHILOS-16-19509	Legal Reasoning and Critical Thought
A&S-COMMUN-18-25080	Interpersonal Communication
A&S-CHLDFAMDEV-18-24872	Child Development Theories
BUS-MARKET-18-25033	Brand Management
A&S-COMPSCI-18-24111	Theory of Programming Languages
A&S-COMPSCI-18-24112	Operating Systems
A&S-STATS-18-23116	Actuarial Science I
A&S-STATS-18-23118	Actuarial Science II
A&S-PHILOS-18-24654	Biomedical Ethics
A&S-PHILOS-18-24615	Business Ethics
A&S-PHILOS-18-24608	Police Ethics
A&S-PHILOS-18-24634	Environmental Ethics

## APPENDIX B

## Computing & Communications Technologies Committee

Subject: Computing & Communications Technologies Committee meeting report

The CCTC met on Thursday, February 21, 2019. The Chief Information Officer John Corby attended the meeting as a guest.

The state of the online evaluation system was discussed. The system can be maintained at this time and replacing it with a commercial system will be expensive. The main issues with the system appear to be administrative and not technological. The CCTC plans to develop a document containing best practices faculty can use to obtain good response rates when they use online evaluations. Information Technology Services (ITS) will write technical documentation for the online evaluation system.

Web conferencing software was discussed. The WebEx contract expires in January 2020 and many institutions are moving away from WebEx. The CCTC will discuss web conferencing tool requirements at a meeting later this semester. The process of examining web conferencing tools should occur during the fall 2019 semester at the latest.

Some faculty require a university supported web server that their students can use to host basic websites. ITS will look into the matter in consultation with a member of the CCTC.

Scott Randby  
CCTC Chair

APPENDIX C

Slide 1

CONTINUING CONVERSATION:  
REVISED REORGANIZATION  
PROPOSALS

**DRAFT**

Slide 2

**Shared Governance: Steps Taken**

- President asked to investigate possible reorganization(s) by Board of Trustees.
- President shared four proposals with the deans, chairs, and faculty directly affected by the proposals.
- Deans organized and collected evaluations of the proposals, including alternatives.
- President received the evaluations and revised proposals.
- Revised proposals shared with affected deans, chairs, and faculty.

**DRAFT**

Slide 3

### **Shared Governance: Next Steps**

- Faculty Senate: Present overview of proposals at March meeting; provide detailed proposals to Executive Committee and Academic Policies Committee for review; present overview to University Council at March meeting.
- Review by Faculty Senate due by May 2 meeting.
- Review final proposal language with Executive Committee in June 2019.

**DRAFT**

Slide 4

### **Reasons for Reorganization Proposals**

1. Create new and distinctive degree programs in areas of academic strength.
2. Make academic pathways and options for students clearer, more efficient, and easier to follow.
3. Foster greater faculty collaboration and innovation in teaching, research, and service.
4. Create long-term financial sustainability in existing and emerging centers of excellence.

**DRAFT**

Slide 5

**Create new and distinctive degree programs  
in areas of academic strength**

- Engage untapped areas of academic expertise for new undergraduate and graduate degree programs.
- Identify areas of educational need for emerging jobs and careers at the undergraduate and graduate levels.
- Reduce duplication in the delivery of new and existing courses and programs.

**DRAFT**

Slide 6

**Make academic pathways and options for students  
clearer, more efficient, and easier to follow**

- Incentivize quick and timely transfer of students to appropriate degree programs.
- Create a clear menu of degree options in related disciplines.
- Develop appropriate degree admission and streamlined degree requirements for all degree programs.

**DRAFT**

## Slide 7

**Foster greater faculty collaboration and innovation in teaching, research, and service**

- Foster a wider variety of collaborative research opportunities for faculty in related disciplines.
- Deploy a richer range of innovative educational options for students in related disciplines.
- Enhance and expand services to industrial and community partners.

**DRAFT**

## Slide 8

**Create long-term financial sustainability in existing and emerging areas of excellence**

1. Incentivize the efficient use of faculty and infrastructure to generate revenue and lower expenditures, then...
2. ...as existing centers of excellence produce more revenue, General Fund revenue subsidies to them can be reduced...
3. ...thereby freeing more General Fund revenue for investment pool for emerging centers of excellence.

**DRAFT**

Slide 9

**Next Steps**

Any reorganization proposals would go to the Board of Trustees for consideration at the regularly scheduled meeting on **June 12, 2019**.

**DRAFT**

Slide 10

**Next Steps**

Any reorganization proposals approved by the Board of Trustees would take effect on **July 1, 2020**.

**DRAFT**



## Slide 11

**Next Steps**

- If a reorganization proposal is approved by the Board of Trustees, a committee(s) to plan and implement the reorganization(s) would be appointed by the president.
- The committee(s) membership would include personnel from all involved units as well as appropriate support personnel.
- The committee(s) would begin work by **July 1, 2019**.

**DRAFT**

## Slide 12

**Next Steps**

- Reorganization committee(s) would develop a **mission statement** and goals for the new organization(s).
- Reorganization committee(s) would identify the operational details and timetable for the reorganization(s) as well as budgetary needs and potential savings.
- Plans developed by the reorganization committee(s) would be part of the regular action-planning process in **fall 2019**.

**DRAFT**

Slide 13

**Next Steps**

- All academic departments involved in a reorganization approved by the Board of Trustees would maintain their current structure, curriculum, RTP and merit guidelines for the **2019/2020** academic year.
- Any future changes in these matters after a reorganization is implemented would follow existing procedures and shared governance.
- To minimize disruption, the physical relocation of academic units would be avoided if possible.

**DRAFT**

Slide 14

**The implementation of the reorganization plans  
must NOT disrupt degree completion for students.**

**DRAFT**

## Slide 15

**There is no intention for involuntary personnel reductions as a result of this potential reorganization.**

**DRAFT**

## Slide 16

**Next Steps**

- If a reorganization is implemented, there would be an open search for the deans of the new college(s).
- Searches for deans of new colleges would begin in **fall 2020**, with an anticipated start date of **fall 2021**.
- Open searches for the deans of the colleges of education and health professions will begin in **fall 2019**, with an anticipated start date of **fall 2020**.

**DRAFT**

Slide 17

**Changes in Colleges**  
*(names for discussion purposes only)*

- New College of “Polymer, Chemical, and Biological Sciences”
- New College of “Engineering, Science, and Technology”
- New “College of Arts, Letters, and Sciences”
- New “Innovation” College
- Integrate all of the College of Applied Science and Technology into new or existing degree-granting colleges

**DRAFT**

Slide 18

**College of “Polymer, Chemical,  
and Biological Sciences”**

- *Department of Polymer Science (from PSPE)*
- *Department of Polymer Engineering (from PSPE)*
- *Department of Chemical and Biomolecular Engineering (from COE)*
- *Department of Biomedical Engineering (from COE)*
- *Department of Chemistry (from BCAS)*
- *Department of Biology (from BCAS)*
- *Corrosion Engineering Technology (from CAST)*

**DRAFT**

## Slide 19

**College of “Engineering, Science,  
and Technology”**

- *Departments of Mechanical, Civil, and Electrical/Computer Engineering (from COE)*
- *Department of Engineering Technology (Construction, Mechanical, Manufacturing, Electrical Engineering Technology, and Surveying and Mapping from CAST)*
- Division of Mathematics and Physical Science (*Departments of Mathematics, Physics, and Geosciences from BCAS*)
- Division of Computing and Data Science (*Departments of Computer Information Systems from CAST, Computer Science, and Statistics from BCAS*)

**DRAFT**

## Slide 20

**“College of Arts, Letters, and Sciences”**

BCAS would become a more homogenous and synergistic college with fine arts, humanities, and social science divisions.

**DRAFT**

Slide 21

### **College of Applied Science and Technology**

- The degree programs, faculty, and activities currently in CAST would be integrated into the new or existing UA colleges.
- *(E.G. Disaster Science program may be transferred to the College Health Professions; Bachelor of Science in Organizational Supervision may be transferred to the College of Business Administration.)*

**DRAFT**

Slide 22

### **“Innovation” College**

Like the Honors College and the Graduate School, the Innovation College would not grant degrees or have its own faculty, but instead would coordinate the delivery of degrees and educational programs offered by, or in support of, the degree-granting colleges.

**DRAFT**

## Slide 23

**“Innovation” College Scope****Learning**

- Flexible learning alternatives (evening, weekend, online, and intersession)
- Direct Connect, degree articulation and completion
- Military Science, Adult Focus

**Partnerships**

- Public Partnerships (Sister Schools, CCP), pipeline and bridge programs (COF, AAP)
- Corporate Partnerships, Workforce Development, UA Solutions
- Fire and Police Academies

**Service**

- Military Services Center
- International Center
- Focused Fridays, EXL, E-Sports

**DRAFT**

## Slide 24

**Other**

Faculty in Wayne College, Developmental Programs, Applied General and Technical Studies, and General Technical Studies would be individually and appropriately affiliated with main campus departments based on academic discipline.

**DRAFT**

Slide 25

**INPUT WILL BE TAKEN SERIOUSLY**

- The most persuasive recommendations are based on evidence and reason.
- Proposed alternatives should also be based on evidence and reason.
- The status quo at UA is insufficient to our current needs and obsolete in today's intensely competitive higher education environment. Therefore the status quo must be excluded as a default option.

**DRAFT**