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Presenters

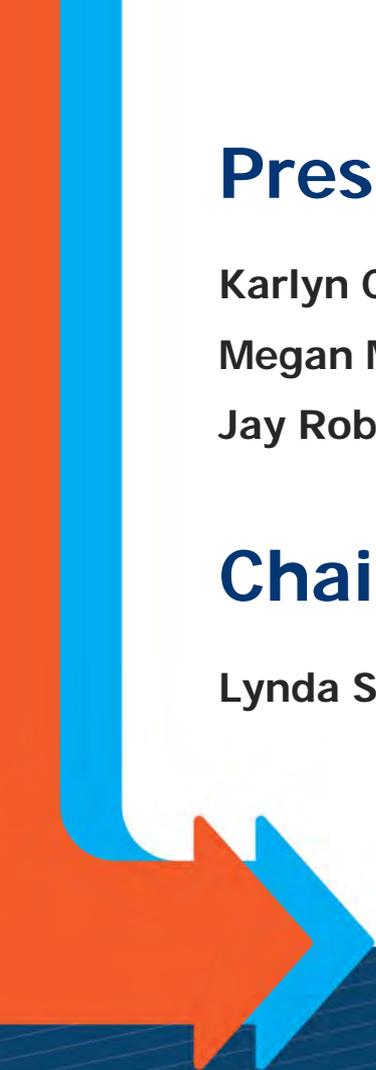**Karlyn Crowley,** Provost, Ohio Wesleyan University

Megan Mustain, Provost and Vice President for Academic Affairs, Trinity University (TX)

Jay Roberts, Provost and Dean of the Faculty, Warren Wilson College (NC)

Chair

Lynda Szymanski, Vice President for Academic Affairs, William Peace University (NC)
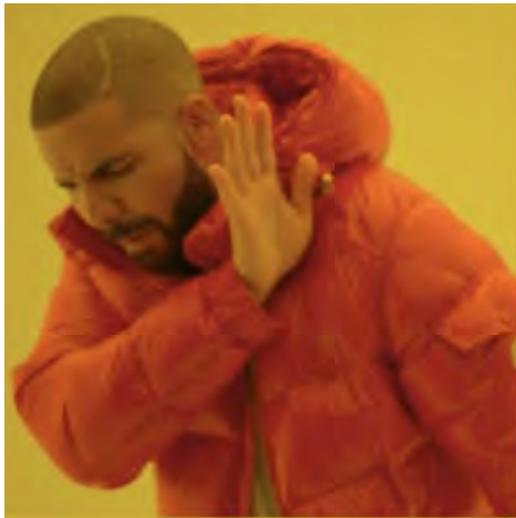
Academic Reorg: How Strategy Drives Structure

Karlyn Crowley, Ohio Wesleyan

Megan Mustain, Trinity U (TX)

Jay Roberts, Warren-Wilson

CIC CAO Portland November, 2024

Academic Reorganization: Creating Divisions (*without creating division*)

Ohio Wesleyan University

Why Change?

- **Strategic Opportunities** - Siloes to collaborative problem solving for the future

- **Operational Opportunities -** Efficient use of resources

- **Shift in Program Demand:** Decline in traditional programs; increased interest in cross-disciplinary programs

- **Prioritizing Student Success**: Meeting changing student needs and priorities of first-gen, low-income, and BIPOC students; more emphasis on career outcomes

- **Oh and what the Provost saw…**👀

Benefits of a Divisional Strategy

- Division chairs take on similar responsibilities from multiple department chairs, making the work more efficient
- Structure reduces concerns about sharing resources, including staffing
- Faculty have more opportunity to teach across the curriculum
- Structure and aggregation of resources reduces concern about performance metrics creating fear of collaboration
- Division heads are incentivized to support interdisciplinary growth, enabling growth in important areas
- Divisional structure better facilitates work on "wicked problems"
- Encourages a divisional mindset in curriculum and course design.

Department Chair	
Champion faculty interests	Oversee department administration
Oversee department curriculum	Support institutional goals
Oversee accreditation of department's programs	Evaluate staff performance
	Oversee course scheduling
	Manage department budget
	Oversee faculty workload

Department Chair	
Champion faculty interests	Oversee department administration
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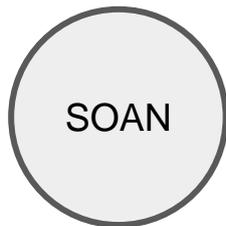| Department Chair	Division Chair
Champion faculty interests	Oversee division administration
Oversee program curriculum	Support institutional goals
Oversee program accreditation	Evaluate staff performance
	Oversee course scheduling
	Manage division budget
	Oversee faculty workload

Department Chairs

Associate Provost

JRCM

ECON

EDUC

HHK

SOAN

PG

PSYC

HIST

ECON

JRCM

HHK
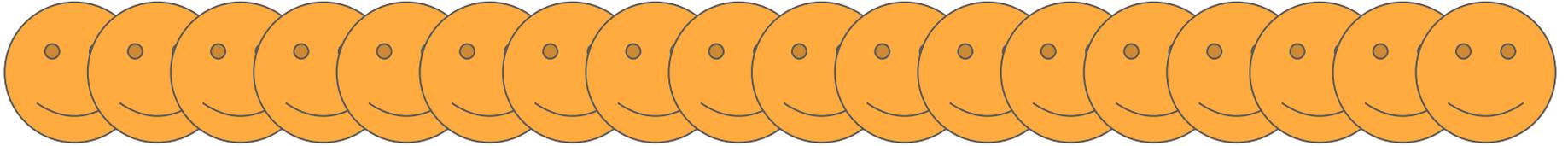
EDUC

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PSYC
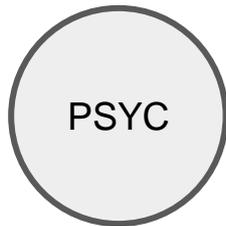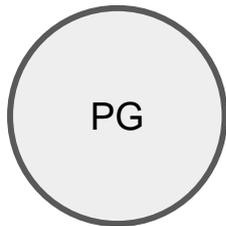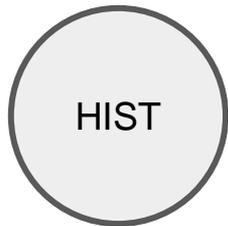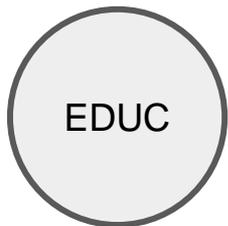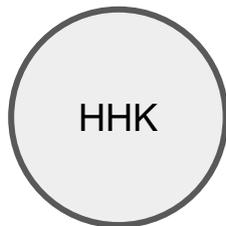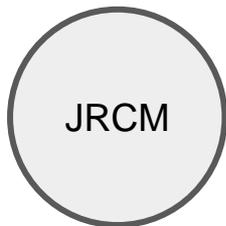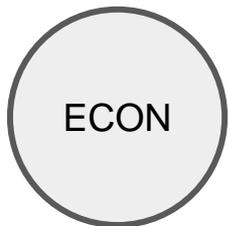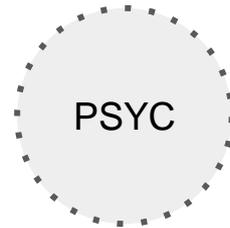
Division Chairs
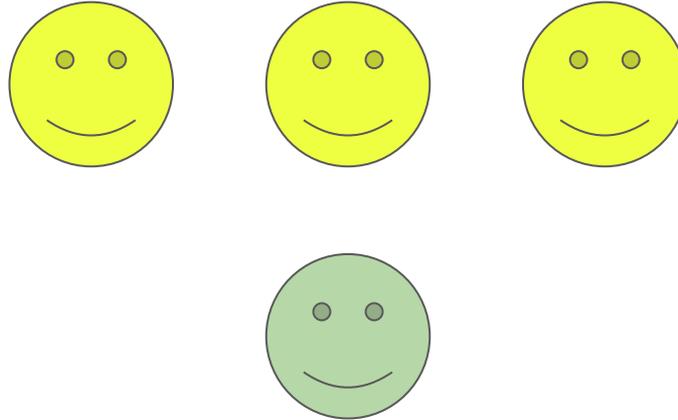
Associate Provost

What Does This Look Like in Reality?

- Division chairs meet regularly with the Associate Provost to solve problems and determine procedures for meeting divisional needs.

- Division chairs meet regularly with each other to share experiences and identify common opportunities and challenges across divisions.

- Division chairs meet regularly with their department chairs and other division constituents.

- Division chairs meet at least once per semester with all faculty in the division to work on strategic initiatives.

- Divisions develop any additional processes needed for good operation.

Reorganizing to Adapt to 21st-Century Needs

Berea's Divisions Recognize Cost Concerns, Interdisciplinary Opportunities

Maintaining a Unique Access Mission

- 2008: Stock market crash limits Berea's ability to serve its primarily low-income student body
- Berea restructures from **30 departments** into **six divisions**, partially for cost savings but primarily to:
  - Increase interdisciplinarity
  - Create opportunities for faculty collaboration

Many New Opportunities for Faculty

▲ Increase in **cross-disciplinary faculty hiring**

▲ New interdisciplinary **courses**

▲ New interdisciplinary **minors**

▲ Increase in **grants** for interdisciplinary work

▲ Increased adoption of novel, **active-learning** pedagogies

Source: Pearce, Jan, Chad Berry, and Linda Strong-Leek. "Restructuring Academic Programs into Larger Divisions." Academic *Leader*, 30(12), Magna Publications, 1-5, 2014; EAB interviews and analysis.

Berea's Divisional Structure

Organizational Changes Largely Invisible to Students

Division I: Biology, Chemistry, Mathematics, Nursing, Physics

Division II: Agriculture and Natural Resources, Computer Science, Economics and Business, Sustainability & Environmental Studies, Technology and Applied Design

Division III: Child and Family Studies, Health & Human Performance, Psychology, Sociology

Division IV: Communication, English, Foreign Languages, Music, Theatre

Division V: Art and Art History, Asian Studies, History, Philosophy, Political Science, Religion

Division VI: African and African American Studies, Appalachian Studies, Education Studies, Peace and Social Justice Studies, Women's and Gender Studies

Source: EAB

Reorganizing for Multidisciplinary Growth

Arizona State's Divisions Allow Innovative PhD Programs to Expand

A Budget Crisis Becomes a Divisional Opportunity

- 2008: post-recession, state of AZ announces severe budget cuts to universities
- Divisional reorganization saves ~ **$9M/year** through position reductions:
  - 2 dean positions
  - 4 administrator positions
  - 18 chair positions
  - 86 contract staff positions

Examples of New Academic Units

- School of Life Sciences
- School of Historical, Philosophical and Religious Studies
- School of Sustainability
- College of Health Solutions
- School for the Future of Innovation in Society
- Institute for Design and the Arts
- School of Politics and Global Studies

Source: Keeler, Sharon. "ASU Announces Budget Reduction Plan." ASU.edu, 2008; Robbins, Lisa. "ASU Announces Academic Reorganization." ASU.edu, 2009; Capaldi, Elizabeth. "Intellectual Transformation and Budgetary Savings through Academic Reorganization," *Change*, 2009; Crow, Michael. "Organizing Teaching and Research to Address the Grand Challenges of Sustainable Development." *BioScience* 60 (7):488, 2010; EAB interviews and analysis.

Aligning Structure with a Distinctive Mission

Plymouth State's Ongoing Reorganization Already Increases Collaboration

Supporting Distinct Regional Needs

- 2016: Plymouth State, under severe state budget cuts, announces it will restructure from **24 departments in three colleges** into **seven "cluster" divisions** (reorganization is ongoing)

- President Donald Birx adapts cluster model from research universities onto teaching and learning, living-learning spaces, student research labs

Proposed Divisions

- Arts and Technologies
- Health & Human Enrichment
- Education, Democracy, and Social Change
- Exploration & Discovery
- Innovation & Entrepreneurship
- Justice & Security
- Tourism, Environment & Sustainable Development

"It's too difficult to identify places to excel when everyone looks the same. **Where are your actual strengths?** If you need a good physics department, I can find 50 that are better than we are right down the street. But by putting disciplines together the way we are to solve tomorrow's challenges—there, we can be one of the best."

Donald Birx
President,
Plymouth State University

Clusters Approach. PSU.edu. 2016-18; Latos, Samantha. New Hampshire's First Bachelors Program in Robotics. *The Clock Online.* October 4, 2018; EAB interviews and analysis.

Growing Interest in Academic Restructuring

Similar Goals, Different Stages, Distinctive Approaches

Assigning Departments to Divisions
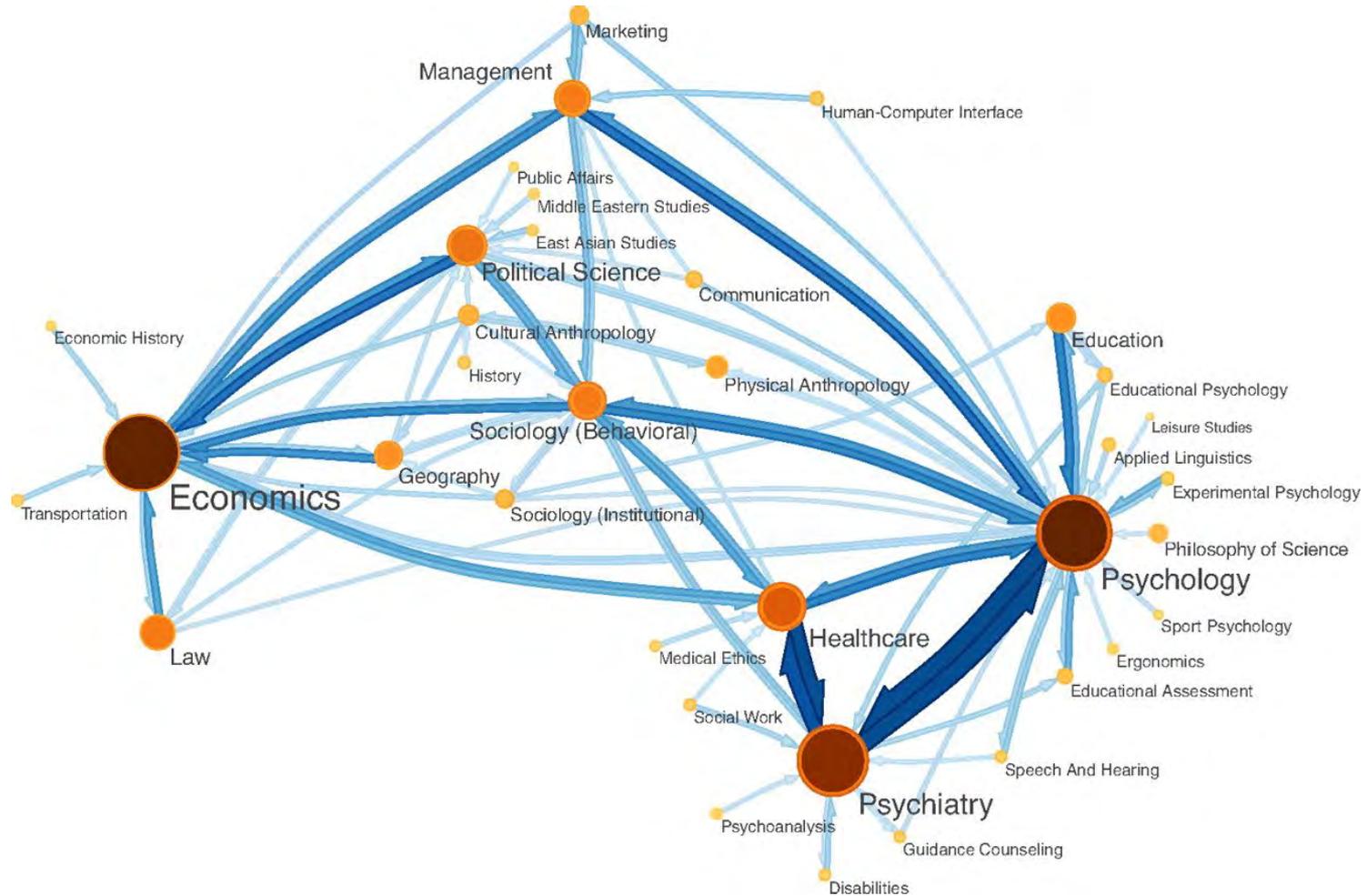
OWU Office of Institutional Effectiveness Affiliations Survey

From your perspective, list all the departments and programs with which you:

- Regularly coordinate or collaborate on **course scheduling**

- Share **pedagogical approaches** or methods of teaching

- Share an **intellectual identity**, method of inquiry, research, scholarship/creativity

- Have similar concerns about **enrollment challenges**

Sent to 103 individuals; 91 completed the survey; response rate of 88%.

OWU Network Map without Communities
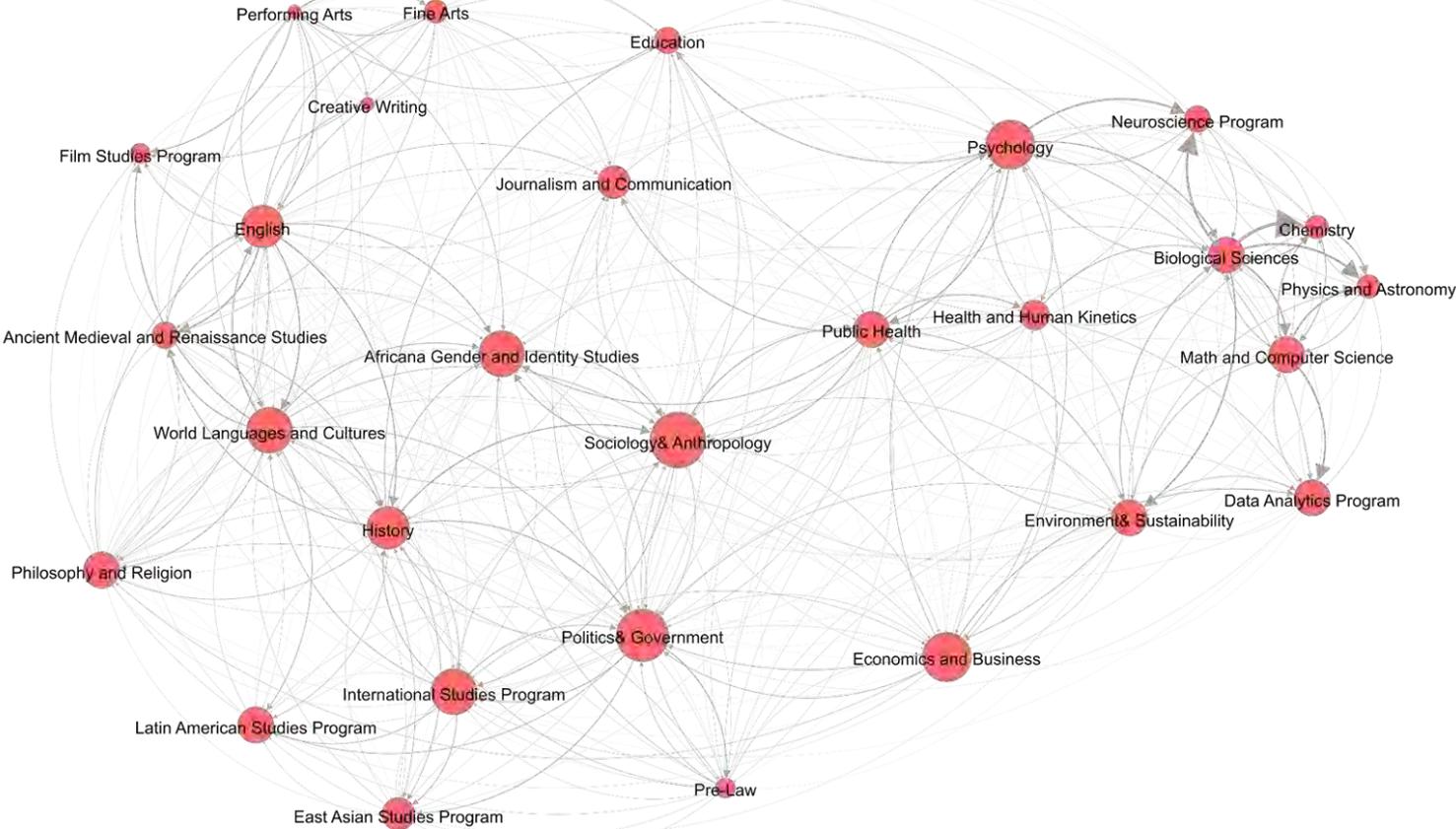
OWU Network Map with Three Communities
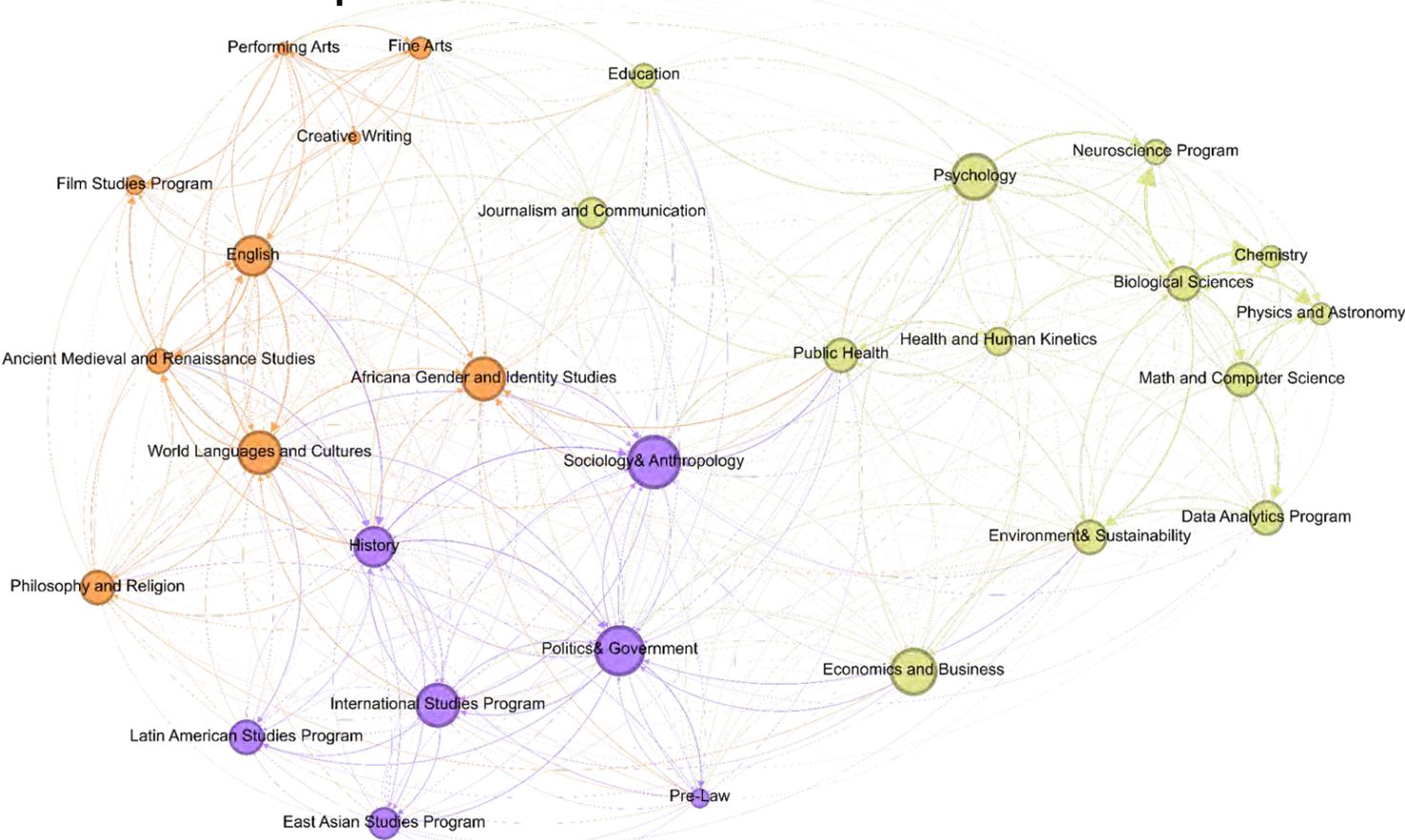
Trinity University (TX) Network Map with Four Communities
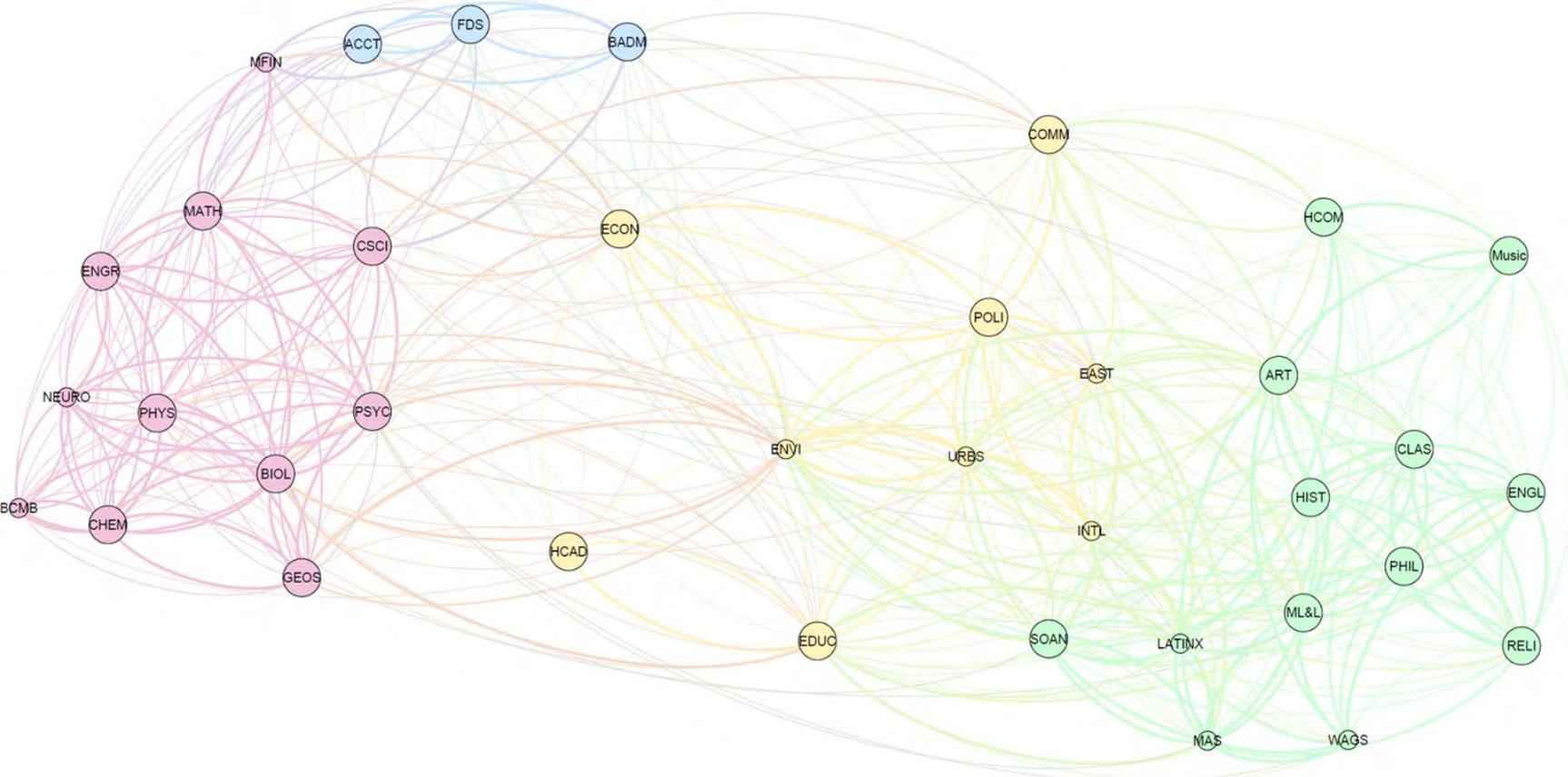
Draft Divisions from OWU Network Map
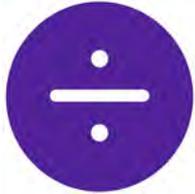
Purple

History
Politics and Government
Sociology and Anthropology
—
Pre-Law Program
International Studies Program
Latin American Studies Program
East Asian Studies Program

Orange

Africana, Gender, & Identity Studies
English
Fine Arts
Performing Arts
Philosophy and Religion
World Languages and Cultures
—
Ancient Medieval & Ren. Studies
Creative Writing Program
Film Studies Program

Green

Biological Sciences
Chemistry
Economics and Business
Education
Environment and Sustainability
Health and Human Kinetics
Journalism and Communication
Mathematics & Computer Science
Physics and Astronomy
Psychology
—
Data Analytics Program
Neuroscience Program
Public Health

Data for Draft Divisions from OWU Network Map
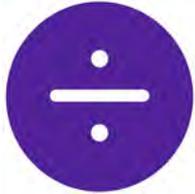
Purple

15 Full-Time Faculty

3 Part-Time Faculty

1312 Enrollments

47 Completions (avg.)

Orange

30 Full-Time Faculty

39 Part-Time Faculty

3557 Enrollments

60 Completions (avg.)
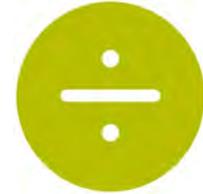
Green

58 Full-Time Faculty

33 Part-Time Faculty

8071 Enrollments

273 Completions (avg.)

Revised OWU Divisions
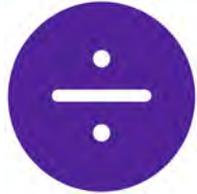
Purple

Africana, Gender, & Identity Studies
Economics and Business
Education
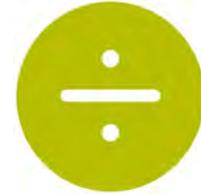Health and Human Kinetics
History
Journalism and Communication
Politics and Government
Psychology
Sociology and Anthropology
—
Pre-Law Program
International Studies Program
Latin American Studies Program
East Asian Studies Program

Orange

English
Fine Arts
Performing Arts
Philosophy and Religion
World Languages and Cultures
—
Ancient Medieval & Ren. Studies
Creative Writing Program
Film Studies Program
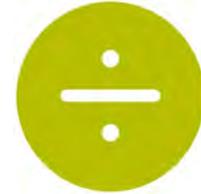
Green

Biological Sciences
Chemistry
Environment and Sustainability
Mathematics & Computer Science
Physics and Astronomy
—
Data Analytics Program
Neuroscience Program
Public Health
Pre-Med / Pre-Dent Program
Pre-Engineering Program

Data for Revised Divisions
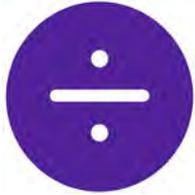
Purple

Orange

Green

45 Full-Time Faculty

25 Part-Time Faculty

5433 Enrollments

207 Completions (avg.)
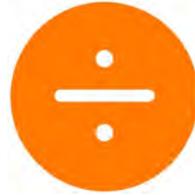
28 Full-Time Faculty

36 Part-Time Faculty

3177 Enrollments

58 Completions (avg.)
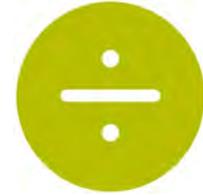
30 Full-Time Faculty

14 Part-Time Faculty

4330 Enrollments

115 Completions (avg.)

OWU Division Survey: Round 2

- Asked faculty to make adjustment to a pre-populated assignment of departments and programs to three divisions: purple, orange, and green.

- 61 complete and valid responses

- Greatest number of revisions were for departments / programs in purple.

- Almost universal agreement on the original assignment of departments and programs to orange and green except for **Public Health (7%)**.

- Several alternate suggestions for placement of departments and programs originally assigned to purple: **AGIS (18%)**, **HHK (31%)**, **HIST (18%)**, **JRCM (16%)**, **PSYC (31%)**, **Latin American Studies (8%)**, and **East Asian Studies (7%)**

First Revision: Draft Divisions after Survey Results
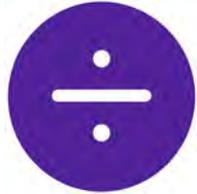
Purple

AGIS (18% to orange)
Economics and Business
Education
Health and Human Kinetics (31% to green)
History (18% to orange)
Journalism & Comm. (16% to orange)
Politics and Government
Psychology (31% to green)
Sociology and Anthropology
—
Pre-Law Program
International Studies Program
Latin American Studies (8% to orange)
East Asian Studies (7% to orange)

Orange

English
Fine Arts
Performing Arts
Philosophy and Religion
World Languages and Cultures
—
Ancient Medieval & Ren. Studies
Creative Writing Program
Film Studies Program

Green

Biological Sciences
Chemistry
Environment and Sustainability
Mathematics & Computer Science
Physics and Astronomy
—
Data Analytics Program
Neuroscience Program
Public Health (7% to purple)
Pre-Med / Pre-Dent Program
Pre-Engineering Program

Data for Divisions
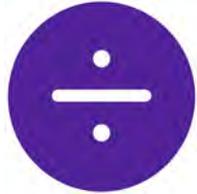
Purple

33 Full-Time Faculty

42 Part-Time Faculty

4224 Enrollments

148 Completions

Orange

32 Full-Time Faculty

40 Part-Time Faculty

3580 Enrollments

74 Completions

Green

35 Full-Time Faculty

13 Part-Time Faculty

5135 Enrollments

164 Completions

Full-time faculty count is based on projected full-time faculty for academic year 2024-2025. Part-time faculty count is the average number of part-time instructors per semester in academic year 2023-22024. Enrollments is the total enrollments of all lecture, lab, and seminar courses in academic year 2023-2024 for faculty assigned to the departments in the indicated division (enrollment follows the instructor). Completions is the average annual number of completions for graduation years 2021, 2022, and 2023.

Final Assignment of Departments and Programs to Divisions
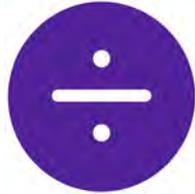
Social Sciences

Africana, Gender and Identity Studies
Economics and Business
Education
Health and Human Kinetics
Journalism and Communication
Politics and Government
Sociology and Anthropology
—
Public Health Program
Pre-Law Program
International Studies Program
Latin American Studies Program
East Asian Studies Program

Humanities & Arts

English
Fine Arts
History
Performing Arts
Philosophy and Religion
World Languages and Cultures
—
Anct., Medvl., and Ren. Studies Program
Creative Writing Program
Film Studies Program

Sciences

Biological Sciences
Chemistry
Environment and Sustainability
Mathematics and Computer Science
Physics and Astronomy
Psychology
—
Data Analytics Program
Neuroscience Program
Pre-Med / Pre-Dent Program
Pre-Engineering Program

2024-25 OWU Division Chairs
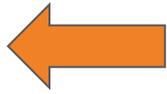
Humanities & Arts
David Counselman

Natural Sciences
Laura Tuhela-Reuning
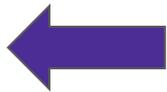
Social Sciences
Vanessa Hildebrand

Megan Mustain

Trinity University: Context

- PUI, Baccalaureate Arts & Sciences

- 2650 students

- 270 faculty

Inherited Organizational Structure

- 27 Department Chairs

- 11 Interdisciplinary Program Directors

- Dean, Neidorff School of Business

- Provost + 3 Assoc. VPAAs + Special Assistant/Chief of Staff

Why???

- Strategic & Operational Centrality of Academic Affairs
  - Provost as CAO and co-COO
- Ongoing Initiatives
  - Workload and Compensation
  - Curriculum Alignment
- Shared Governance Improvement
  - Are we having the right meetings?
  - Are we noodling and deciding in the right places?
  - Wild Wild West vs. One-Size-Fits-All

Process

- Summer chairs retreat - a yearling Provost shares observations
    - Balance flexibility and consistency
    - Improve engagement in decision-making
    - Provide mentorship & leadership support
    - Free up chairs by redistributing and simplifying tasks and processes
    - Permanent homes for non-dept program
- Discuss, affirm needs, collect folks' desires and fears
- Sketch rough models, put meat on them
    - Affinity network mapping exercise
    - Draft Dean job description
    - Hone timeline
- Conduct 3 internal searches; appoint Inagural Deans June 1.

Result

- Four schools:
  - Arts & Humanities | Business | Sciences | Social Sciences
- Provost's Council
- Divisional Councils
- In Common:
  - Semi-annual Chairs Retreats
  - New Chair Orientation
  - New Faculty Orientations

Outcomes

- Clarified communication, decision-making, and issue-management channels

- Improved transparency

- Improved alignment and equity

- Big 'ole naming gift - D. R. Semmes School of Science
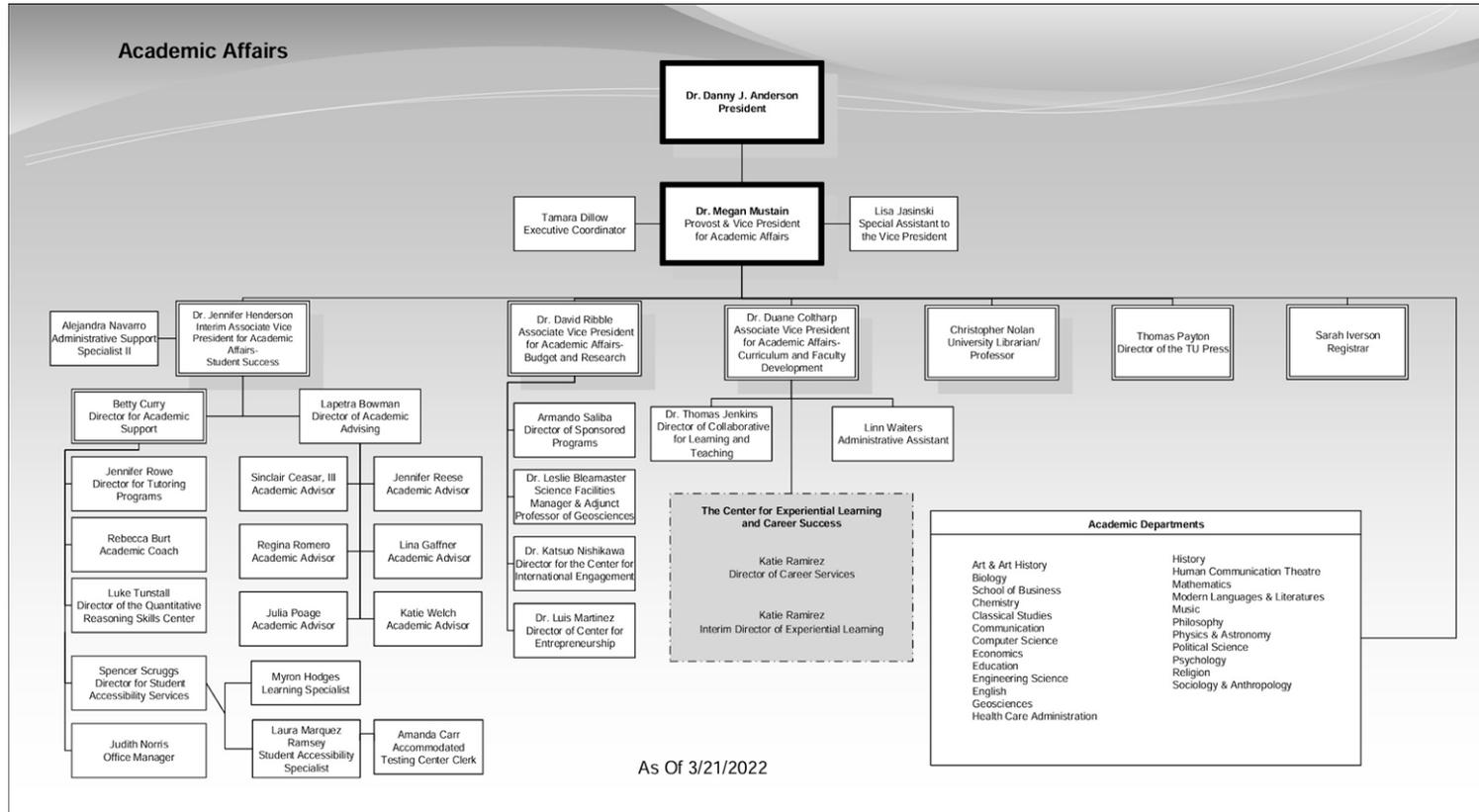
- School comradery and culture-building

What's Next

- Provost's Office role shuffling

- Normalizing who does what and "escalation" processes

- Workflows with cross-campus units (Student Affairs, Development, HR)

- Cascading a new Strategic Plan

From this…

To this.

Provost Office Org Chart 2024-2025

Provost and VPAA
(Megan Mustain)

Executive Coordinator
(Tammie Dillow)

| Vice Provost (Jennifer Henderson) | Associate Provost (Wilson Terrell Jr.) | Associate Provost (Kyle Gillette) | Academic Deans: | Executive Director, Institutional Research & Effectiveness (Frances Frey) | Senior Director, Research and Sponsored Projects (Armando Saliba) | Director, Trinity University Press (Tom Payton) | Administrative Fellow (Anene Ejikeme) 2023-2025 |

Vice Provost (Jennifer Henderson):
- Registrar (Sarah Iverson)
- Center for Innovation & Entrepreneurship (Carmen Aramanda)
- GNED
- UCC Liaison

Associate Provost (Wilson Terrell Jr.):
- Center for International Engagement (Katsuo Nishikawa)
- Collaborative for Teaching and Learning (Katie Troyer)
- Tiger Learning Commons (Betty Curry)
- Faculty Hiring/Records
- Promotion & Tenure

Associate Provost (Kyle Gillette):
- Center for Experiential Learning and Career Success (Katie Ramirez)
- Academic Advising (Lapetra Bowman)
- Expression/Civil Discourse
- Academic Honor Council

Academic Deans:
- Dean, Coates Library (Benjamin Harris)
- Dean, Neidorff School of Business (Bob Sherer)
- Dean, School of Arts & Humanities (Rubén Dupertuis)
- Dean, D. R. Semmes School of Science (David Ribble)
- Dean, School of Social Science and Civic Engagement (Nels Christiansen)

Executive Director, Institutional Research & Effectiveness (Frances Frey):
- Director of Assessment
- Assistant Director
- Senior Data Analyst

Senior Director, Research and Sponsored Projects (Armando Saliba):
- Director, Undergraduate Research

= Changed/New this Year

Jay Roberts

Warren Wilson College

And now for something completely different…

Overview

1. Located in Western North Carolina just outside Asheville
2. 750 undergraduate students (+ 2 graduate programs)
3. Federally designated Work College
4. Nationally ranked and recognized for experiential learning in the liberal arts and sciences
5. Every student in every major experiences community engagement, work-integrated learning, and a project-based capstone

Context

HEADLINE: Leadership is context dependent

What I Found in 2020

1. Majors, minors, concentrations, special advising programs, divisions, faculty directors, (and a partridge in a pear tree)
2. Parent complex and learned helplessness
3. Modest but significant structural deficits
4. Post COVID: "Recover, Rebalance, Renew"

Everything, Everywhere, All At Once

1. Changed shared governance structure
2. Completed a program review and prioritization process
3. Created a new educational model and structure including all majors and general education
4. Changed the daily-weekly calendar

Curriculum Streamlining

1. Reduce FTE's by 20%
2. Reduce total # of majors from X to Y
3. Raise average class size to 15 from 11
4. Reduce silo's and special appointments while creating a more effective shared governance and academic administrative structure

Departmental Streamlining

New Structure:

    a. 18 Department and Program Chairs (meet monthly)

    b. "Loose" divisional affiliations (when needed to staff committees etc.)

    c. Less bureaucratic layers (and closer to the "gemba")

What We Learned Along The Way

Clarity, Targets, and Metrics can help

a. What problem(s) are you trying to solve?
b. What are the design parameters that can drive innovation and change?
c. Work expands to fill the time allotted. You can work faster than you think (maybe)

What We Learned Along The Way

Bundling can help

a. Bundling departments into new, interdisciplinary areas
b. "Stacking" majors to minimize upper level staffing requirements
c. Retaining faculty through creative restructuring of positions that include administrative/staff responsibilities

What We Learned Along The Way

Transparency can help (depending on level of trust)

    a. Budget transparency

    b. Data transparency

    c. Decision-making transparency (whose decision is it to make and by what process?)

What We Learned Along The Way

Team structures can help

    a. Redesigned Chairs and Program Director Meetings

    b. Faculty Officers Meetings

    c. Academic Affairs Team

   i. With bundled faculty on assignment for the Provost

"By using the phrase "disrupting ourselves" … I am asserting that one key source of disruption in higher education is coming not from the outside but from our own practices, from the growing body of experiential modes of learning, moving from margin to center, and proving to be critical and powerful in the overall quality and meaning of the undergraduate experience. As a result, at colleges and universities we are running headlong into our own structures, into the way we do business." (Randy Bass)

How should we organize ourselves

for this disruptive era?

Conversation
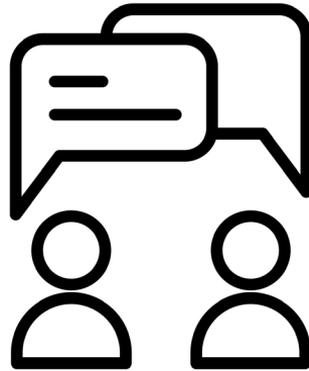
Q&A

The Council of
Independent Colleges

Thank you for participating in this session!