

RESTRUCTURING PLANNING
2/06/04 (draft)

OBJECTIVES: New organizational structure must be able to:

1. QUALITY ISSUES

- enhance program quality across all programs offered
- be developed with faculty input in essential ways
- be informed by strategic data
- ensure greater synergy in programs across campuses
- allow for greater intercampus access to courses
- provide for program development and growth across campuses
- provide for greater faculty control of program development
- enhance interdisciplinary learning for students
- improve scheduling of courses
- improve faculty evaluation process
- have a rational administrative structure with defined roles
- provide greater opportunities for faculty interdisciplinary scholarship work

2. COST ISSUES

- provide greater efficiency and reduce cost: (program rationalization
decreased administrative cost;consolidation of programs; data
based)
- improve scheduling of courses

- provide solutions to issues related to campuses being separated by 40 miles of ocean

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CHALLENGES/THREATS:These are some issues that must be addressed by the plan:

1. QUALITY ISSUES

- There are major quality differences/issues across the campuses (reasons vary from structure, staffing,to funding, etc within the same program)
- Communication between the 2 halves of divisions is not taking place to the level needed, leading to issues in faculty evaluation, course access, program development
- Chancellors are currently serving as deans and campus administrators,leading to differences in program development & in faculty support between the 2 campuses (and administrative burnout)
- Some faculty are being evaluated by persons outside their teaching areas and by different standards across the campuses
- Responsibility for program development does not reside within the program but within the division (chair) and often at the chancellor's level
- A single division is being managed by two heads

2. COST ISSUES

- Board has mandated cost reduction throughout institution

- Some administrative inefficiency and inequality
- More programs should be offered to both campuses
- 40 miles of ocean separating the 2 campuses impacts cost
- A single division is being managed by two heads
- Inadequate infrastructure (especially technology)