

Minutes of the Academic Restructuring Task Force
Held on January 23, 2004
B110/EC401

Introduction:

The meeting was called to order at 3:30 p.m. with Dr. Moolenaar introducing the members of the task force, which is made up of the Academic Council and faculty members, and welcoming other faculty members present. She went on to say that the plan about to be embarked upon will be reinventing our university and making it a better place for all of us.

Statement of Purpose

Dr. Moolenaar said that this charge was given by Dr. Ragster and that there are opportunities for faculty input. She also admonished the faculty not to spread bad information concerning the plan. If there are concerns go to the source because it presents irrefutable harm to our students if misinformation is spread.

The academic enterprise of UVI, she stated, will be reorganized into two schools within a single university with each school serving both campuses and each campus providing its own programmatic identity.

Restructuring Plan

The plan is to have the current programs distributed on each campus keeping in line with the Program Alignment Studies. Suggested names for the schools, which are not in concrete, are School of Applied and Technical Studies and School of arts and Sciences. The current programs will either be strengthened, merged with other programs or phased out. Some curricula changes would have to be approved by the Board. The way programs would be distributed between the two schools was then explained.

The current structure with six divisions and twelve chairs will be restructured, with faculty input, to meet the following goals: enhancing program quality, greater efficiency, enhance disciplinary learning for students, provide greater opportunity for faculty leadership in development, improve scheduling of courses and enhance faculty evaluation.

Each school will be administered by a dean who will have programmatic responsibility for the school. Faculty will report to the dean in which their discipline is housed. Your input in this process is very important.

Dr. Moolenaar also indicated that the Provost will retain institutional level of authority and will have the responsibility for development of academic and student policies and will ensure consistence of the quality of the programs in the

two schools and direct the assessment of student learning outcomes. We have not yet finalized the descriptions of these responsibilities and invite the input of faculty in determining the descriptions and responsibilities. In coming up with identities, some of the programs may have to be campus bound for various reasons and such programs will determine campus identities. Each school will operate as a cost center.

Assumptions and Advantages

Chancellor Jackson said that the Provost, Chancellor Leipzig, and herself had been looking at the plan for more than three weeks or more and it is based on the strategic plan. One of the overlying responsibility for program development will remain in the academy and be as close as possible to program level. This is the only way programs will develop if it stays as close as possible to ensure that an entity has responsibility for the development. In order to provide programs to both campuses and students outside of the territory, faculty must become able to deliver quality instruction in a variety of modalities. Align to the vision programs review and alignment studies and with faculty input programs should be grouped according to certain commonalities that will provide greater interdisciplinary work and learning and be delivered with greater efficiency. She asked Ms. Washing to assign cost for program alignment date, which will take about a month or two for the entire university.

For 2005-06, she continued, no faculty person will lose their job because of restructuring plan. This effort continues to be a dynamic process which will have faculty and student input. She emphasized that this is not just a plan that the administration is feeding you, your input is needed. The plan will be implemented in two phases with finalization date being 2005. We have a responsibility to the board of trustees to report to them by the June meeting. Restructuring is done with a focus on the future of the institution. Opportunity for programs to grow into schools, students from both campuses access majors offered in either school. This would shift much of the administrative work done by the Chairs to the Deans level while freeing faculty to focus on program development and professional development.

Questions

Dr. Moolenaar then asked if there were questions before moving on. Questions asked were:

1. Is this plan for consideration or can we change it
2. Will students have to relocate to complete a specific degree
3. Clarification on graduate offerings
4. Clarification on two schools
5. How is the infrastructure on delivering course between both campuses focusing on the two schools
6. Do you have estimates on what it will cost/save to implement this plan

7. Do you think that the end result will be less than the current system
8. How can we be more effective at curriculum development when we will have a head as a dean that cannot have the knowledge of the discipline that person oversees
9. How many programs identified
10. Do you have an idea on how to define programs
11. Does students remain on campus and major in math on another campus

Dr. Rosenthal commented that our facilities are not up to this task and we are facing a serious expansion and that the investment is very significant. There is nothing that prevents us from implement this advantage and achieving that kind of integration now. There is no structure that is stopping it except for one; we have a separate Chair on each campus and that is the major cause of drift between the two campuses and of lack of use of our video facilities. I look at the plan and see that it is trying to solve some problems. This plan tried to achieve a campus identity but cannot see how it will work

Dr. Leipzig said that there is comparative advantage for this particular module. There must be some coordination at the program level but one must look at the entire structure in order to make certain assumptions

12. What role students have in this process
13. Is there a possibility that administrative employees will loose there positions with the restructuring plan
14. If I am on St. Croix do I have to relocate to St. Thomas to complete a degree in Humanities; How do you plan to accommodate students with families who want to complete degree offered on the St. Thomas campus
15. Please clarify how we are moving to different identities

Chancellor Jackson said her personal feeling is that the St. Croix campus should be associated with a school but there are benefits to this plan and we need to bear with them

16. Where is the money to carry forward this plan coming from

Timetable and Milestone

The effective date of the restructuring is August 1, 2004 and intends to have permanent deans appointed to the schools by July 1, 2005. The restructuring plan will be two phased and taken to the Trustees for ratification June 2004. Phase one will have the development of the dean position by the middle of February and will appoint two interim deans by May 15. The program review and alignment will begin next month and go through the summer. Select the academic leadership by May 15 and finalize the schools name by April 15. Phase two will be the identification of the permanent deans and completion of the program alignment reviews.

Draft Description of Dean Position

Dr. Leipzig gave a synopsis of the criteria of what the Dean should be. He said the important thing is to look at the functional approach. The question of where the Deans will reside was questioned. Dr. Leipzig said that it was not important where they reside as long the function of the office was being carried out. Each dean will have an office of both campuses. Prof. Washington said that the offices should be profit centers and not cost centers. He would also like the document to be sent in digital form so that attendees not present could have a copy.

Comments

Dr. Moolenaar said she would send it to the task force members.

Ms. Cook asked if the programs offered from 2005 will differ from what is offered today. Dr. Moolenaar said the programs will be for the 2005/2006 catalog.

Ms. Pierre-Louis wanted to know if funds were in place for the restructuring and if it will impact the student's tuition.

Esdaille said that he is concern with the speed with which the restructuring is going to be implemented. All the literature concerning the reorganizing reframing of organizations caution that things should be done cautiously and not hastily. The experience we have seen in business, with Hewlett Packard the lady who was the chief executive officer came in and start using some of the same words today of reinventing business and had some grand plans to do that as a result this did not occur because there was not enough ground work from the people involve and as a result there was a loss of market share. An organization consists of people and it has to be the will of the people to make it work. I think that the faculty has a vested interest in this institution and would like to caution that we move forward cautiously not just to say that by the 1st of August we have a restructuring in place. We have to make sure it is the right thing, we have to make sure that everybody has bought into this, and there is enough exposure to be certain that this thing is going to work

Dr. Moolenaar explained that the Trustees has given them this date and they worked backward to come up with this implantation date. She further stated that she appreciated the words of Dr. Esdaille.

Dr. Harrigan said he was looking forward to a proposal and not a plan because the plan does not give enough elbow room to make meaningful recommendations. If the Board does not approve the plan than what and how does Middle States play into this structure?

Dr. Moolenaar said she will check to see the requirements of Middle States and get back to him.

Dr. Phillips said he is speaking on the behalf of his division and there is a need for clarification on the matter of graduate degree and what is the relation of the Provost to the graduate programs

The degrees will be offered through the schools and policies with the Provost.

Dr. Phillip said that the perception is that the administration is top heavy and now two more levels are going to be added.

Dr. Moolenaar indicated that Chancellors now are both dean and chancellor and it is not being very effective. The programmatic piece have to removed and it would give greater control

Adjournment

The meeting was adjourned at 4:50 p.m.