DRAFT RESTRUCTURING PLAN-2
4/19/04

The Draft Plan on the following pages was developed by the Restructuring Distillation Group on 4/15/04. This draft is not approved by President Ragster nor by Cabinet and remains only a proposal from the Distillation Group.

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GOALS OF RESTRUCTURING

1. **Reduce Cost:**

Board of Trustees gave a mandate to cut costs by $500,000 over 2 years

2. **Enhance Quality**

A. Reduce faculty administrative and managerial responsibilities in order to allow more time for activities on which faculty are to be evaluated:

> instructional, research and public service activities;
> grant writing
> publications
> other scholarly work

B. Reduce the layers of administration within the academic programs so that faculty have direct access to administrative decision makers and those leaders who are informed about faculty concerns.

C. Improve the coordination of programs across the 2 campuses by having a single head who provides direct coordination between the 2 campuses

D. Group programs together (1)where such synergy exists or (2) to enhance and support interdisciplinary activities

<u>The Planning Group recognizes that there must be a desired point of balance between the achievement of the two goals of reducing cost and maintaining or enhancing quality. That is, it is agreed that the plan for decreasing the cost of programs should not negatively impact the institution's ability to achieve stated standards of excellence in its programs. In fact, the plan should provide opportunity to enhance program delivery and faculty effectiveness in their work.</u>

ORGANIZATIONAL STRUCTURE: Distillation Draft Plan

Overview: The academic units will be distributed between 2 schools, grouped according to certain synergies and commonalities. Each School will be headed by a Dean

1. <u>The Schools</u>

School of Business, Education and Nursing
(Rationale: these units train for professsioala degresl and have programs that could be accredited within their disciplines)

2. School of Arts and Sciences
(*Rationale: this is a traditional grouping in American higher education. Name could be modified, however)*

<u>2. Programs and Their Administration</u>

Overview: Units were identified based on recommendations of the Programs Group and subsequently modified to meet the 2 primary goals of restructuring. It was determined that units would need at least 10 faculty to be assigned a single Head. Based on this guideline, 9 units were identified as follows:

Humanities would yield 2 units, each with a Head:

(1) English and Foreign Languages

(2 Communications and Fine Arts

(3) Social Sciences would be one unit, with one Head

(4) Business would be one unit with one Head

(5) Education would be one unit with one head

(6) Nursing would become one unit with one Head

(7-9) Science and Math would become 3 units with 3 Heads

Thus, the reorganization would yield 9 units from 6 Divisions, and 9 heads from 12 chairs

<u>3. Coordinators</u>

It is proposed to eliminate all discipline coordinators but retain those that fulfill the following responsibilities:

laboratory preparations
assignment and oversight of internships, clinicals, student teaching
select work with community
specific work regarding facilities

Based on these guidelines, the following changes are noted:

COST: Distilllation Draft Plan -2 continued

1. Release Time for Heads

Duties and responsibilities of the Head, Chancellor, Dean and Provost positions need to be worked on. Roles should ensure that the faculty administrative responsibilities are moved to the Head or Dean from the faculty. Additionally, some new processes and policies will need to be developed. At minimum, the Head would have some of the former duties of Chairs and other duties would be moved up to the Dean. Chancellors and Provost roles need work.

Further, it was recognized that the first year will serve as a transition year and could require more than usual work on the part of the Heads as they assume more and different responsibilities. Thus, the cost group suggested separate costs for the transition year and for the steady state in released time for Heads.

The following is proposed for Heads' release time:

Transition period: 9 credits(or 3 courses) per semester for all except Business and Education which would receive 12 for first semester and 9 for second semester. It is expected that this additional release time for Heads will be supported by management objectives which include specific outcomes and timelines.

Steady State: All Heads will receive 6 credits (2 courses) each semester.

2. Coordinators

It was agreed to eliminate discipline coordinators.
Released time would need to be calculated based on responsibilities.
Regarding numbers of coordinators within the discipline, a comparison is shown below:

Division	Current	Proposed
Humanities	7	2
Sci/Math	8	2
Social Sciences	3	0
Business	4	2
Education	3	2 (PE)

Nursing	0	1
Totals	**25**	**9**

3. Administrative Assistants

Overview: It is proposed that there be greater centralization of support on the STT campus, noting that this is already done to a greater extent on the STX campus where there are 4 Admin Assts serving as follows: 1 for chairs; 1 for FT faculty; 1 for PT faculty; 1 for nursing which is located afar from the central office. Thus, it was proposed that there be 4-6 AA for STT campus. Roles may be changed, however, and are to be determined.

4. Chancellors' Budgets

It is assumed that on STT, the Chancellor's direct budget lines would be decreased by approximately $100,000. The STX calculation is currently outstanding.

Total Cost as restructured above: To be calculated.

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