

Date: January 21, 2009

TO: Collegiate Re-structuring Steering Committee (CRSC)

FR: Anthony J. Perzigian
Senior Vice President for Academic Affairs and Provost

RE: Collegiate Re-structuring: Context, Goals and Next Steps for CRSC

We will work aggressively toward a shared vision of “one university,” one that operates on a common academic calendar; provides leadership in advancing USO goals and objectives for serving and graduating more students; and offers a highly-focused array of affordable, accessible and streamlined degree programs of high quality. This vision will be realized through the conversion from quarters to semesters and its attendant curriculum redesign; through program review; through identification and strengthening of UC’s USO Centers of Excellence; and through a complementary, systemic collegiate re-structuring. One crucial goal of re-structuring is to achieve greater inter-dependence among the campuses and greater integration and collaboration among colleges. A well-managed collegiate re-structuring, in tandem with new financial models created by performance-based budgeting, will result in UC more effectively and efficiently serving more students, offering more baccalaureate degrees on its regional campuses, and, consistent with USO metrics/goals, graduating more students, especially in STEM fields. These results will require new approaches to the assignment of faculty, to the alignment of programs, and to the mission and goals of colleges and campuses. Effective achievement of a shared, one-university vision is possible only through joint administration-faculty planning characterized by transparency, broad-based participation, and comprehensive communication with internal and external audiences.

To that end, the current regional and uptown campuses planning team will be expanded (to include elected faculty from A&S, CAS, CoE, CAHS, and SW, and an administrator from CoE) and become the Collegiate Re-structuring Steering Committee (CRSC). Its charge will be to develop plans and recommendations for transformation to a one-university model and to oversee, coordinate, and integrate the work of four re-structuring subcommittees as described below. In addition, and recognizing the Faculty Senate resolution recommending that “the Academic Coordinating Committee be explicitly asked to monitor the recommendations of the various task forces,” the CRSC and the Provost Office will maintain full communication with the ACC on these restructuring efforts and developments.

The Collegiate Re-structuring Steering Committee will *oversee, coordinate, and integrate* the work of the four subcommittees detailed below, ultimately developing the following:

- 1) Recommendations for an administrative and governance structure for regional campuses (likely a hybridized approach based on OU, MU, OSU, and KSU models).
- 2) Recommendations for consolidation and relocation of associate degree programs to regional campuses.

- 3) Recommendations for establishing, under the rubric of “one-university,” single UC-wide academic units, with appropriate governance structures and faculty tracks, for disciplines duplicated on the regional and uptown campuses.
- 4) Recommendations for new academic homes for CAS programs that the CAS/CoE subcommittee and focus groups determine should not be in the new partnership.
- 5) Recommendations for the location and expansion of dual-enrollment programs as well as for an appropriate funding model.

Under the direction of the Provost Office, four subcommittees will be formed. These subcommittees will include members of the Collegiate Re-structuring Steering Committee, one of whom will serve as chair of the assigned subcommittee, along with additional appointed and elected faculty. To meet their charge, these subcommittees will create focus groups populated by elected and appointed faculty and administrators as needed.

CAS/COE

Subcommittee charge: This committee should limit its consideration to the creation of a college with a new STEM focus on engineering and on applied science, combining parts of the current Colleges of Engineering and Applied Science and ultimately developing the following:

- One or more recommendations for a new name for the college;
- Recommendations for an appropriately streamlined administrative structure under one dean;
- Recommendations for operational and budgetary procedures and systems;
- Recommendations for the creation of long-term collaboration committees that will address programs, academic departments, curricula, laboratories and facilities, accreditation, RPT documents, and by-laws.

To arrive at these recommendations with the greatest potential for buy-in from faculty and staff from both existing colleges, the subcommittee should engage as many of those constituencies as possible, using focus groups, surveys, and other methods to solicit their views on all the relevant issues before arriving at recommendations.

UPTOWN/REGIONAL CAMPUSES

Subcommittee charge: Facing the most complicated issues of any of the subcommittees, this committee should work toward achieving the following:

- Recommendations for an administrative and governance structure for the regional campuses;
- Recommendations for which baccalaureate programs should be offered on the branch campuses and what will be needed to offer those programs, keeping in mind the USO goals for providing expanded baccalaureate offerings on regional campuses;

- Recommendations for integrating the financial structures of the branches with those of the uptown campus without the University's losing subsidy or other resources through such changes;
- Recommendations for the allocation of space at the branches and identification of any needs for additional or altered spaces as a result of offering new programs on those campuses.
- Recommendations for any managerial or physical changes required for integrating Regional/Uptown libraries, IT systems, and physical plant.
- Recommendations for creating or reconfiguring transfer and technical associate degree programs at the regional campuses in order to achieve a coherent, strategic array of offerings that are responsive to USO goals and the community's needs.
- Recommendations for expanding K-12 outreach through dual-enrollment programs at the regional campuses with the assistance of the standing group working on these issues.

To arrive at these recommendations with the greatest potential for buy-in from faculty and staff from all affected colleges, the subcommittee should engage all relevant constituencies, using focus groups, surveys, and other methods, to solicit their views on all the relevant issues before arriving at recommendations. The subcommittee must devote particular attention to market and workforce needs—especially with respect to programs to be offered at the branches—and develop a responsive, sustainable pricing and business model.

CAHS/SW

Subcommittee charge: Integrate the School of Social Work within the College of Allied Health Sciences using last spring's faculty committee report as a framework.

THE CENTER FOR ACCESS AND TRANSITION (CAT):

Subcommittee charge: The subcommittee should formulate a plan for the future of the CAT consistent with USO priorities and the other goals of this restructuring initiative. Specifically, the subcommittee should develop the following:

- Recommendations for the physical and administrative home of the CAT while ensuring UC's commitment to student access, success and diversity;
- Recommendations for ensuring provision of developmental resources for both baccalaureate and associate degree students.
- Recommendations for partnership possibilities with Cincinnati State and/or the regional campuses

Timeframe for the work of the CRSC: Its recommendations should be submitted in time for re-structuring of CAS/COE, the CAT, and CAHS/SW by June 1, 2009. The report for the regional campuses should be completed by September 1, 2009.

Appendix A: Current membership of the CRSC
(Subject to further expansion):

- Janice Denton, RWC
- Valerie Hardcastle, A&S
- Larry Johnson, CECH
- Linda Long, Cler
- Jim McDonough, Cler
- Mary Beth McGrew, UC Arch
- Caroline Miller, Enroll Mgmt
- Rick Newrock, CAS (chair)
- Don O'Meara, RWC
- Jim Plummer, UC Finance
- Ann Welsh, CoB
- Tina Whalen, CAHS