

August 17, 2009

To: Provost Anthony J. Perzigian
From: Collegiate Restructuring Steering Committee*

Subject: CRSC recommendations with possible revisions

The following is a comprehensive list of recommendations from the Collegiate Restructuring Steering Committee as of mid-August. We provide this list to clarify and update the recommendations embedded in the four subcommittee reports, which you also have. Nonetheless, we believe that these recommendations should be reviewed and considered only in light of the more nuanced discussions contained in those reports.

Still outstanding are recommendations concerning the disposition of three programs now in the College of Applied Sciences: Culinary Arts & Science, Facilities & Hospitality Management, and Sports Administration. We expect to have those recommendations this fall.

Recommendations related to the merger of Social Work & Allied Health Sciences

1. The School of Social Work and the College of Allied Health Sciences should merge with SSW becoming an academic unit equal to current CAHS academic units but with SSW continuing to be known as a "School." The merger should take effect July 1, 2010.
2. The Director of the School will function as an academic unit head in the new college.
3. Jointly, the Allied Health and Social Work faculty will recommend a new name for the college, draft a new mission statement, develop a comprehensive strategic plan, rewrite college bylaws, and, in each academic unit, rewrite RPT procedures as needed.
4. The faculty of the merged College should explore curricular changes that allow for the designing of courses to provide students with additional common or shared experiences. (e.g. FYE programs)
5. SSW and CAHS should continue to manage workload according to specific program and accreditation needs. Current SSW student-faculty ratios exceed accreditation standards, requiring additional resources or fewer students.
6. While the creation of a new space to be jointly occupied would encourage and support collaboration or inter-professional instruction, SSW's current location requires it to have separate financial, clerical, and advising support to provide adequate service to its constituents.
7. The combined Student Affairs Office of the merged college should be consistent with the advising benchmarks identified in the Semester Conversion Taskforce guidelines.
8. The newly merged College's operations should include sufficient resources for development and alumni relations.
9. The University should address the structural financial issues of SSW and CAHS.

* Committee membership list on p. 5

10. The merged college's comprehensive plan should address issues of space, finances, program marketing, and collaboration across the college's units.
11. The merged college should expand IT support and training for all faculty of the merged College. SSW has a pool of ITIE funds that could be used to add additional IT staff who could provide support. SSW faculty should receive release time to develop new skills and new course offerings.
12. The merged faculties should collaborate to explore the possibilities of extending the CAHS distance learning capabilities to SSW.
13. The merger of AHS and SSW should occur only if plan has been devised to address the above issues.

Recommendations related to the CAT

1. The University should no longer admit students to the CAT or to any other non-baccalaureate program on the Uptown campus (except as noted elsewhere in these recommendations with respect to Fire Science and ECLC). Admissions to the CAT should end as of summer 2010.
2. For students who are no longer admissible to Uptown colleges, the University should enhance existing partnerships and create seamless referrals and transfers to and from Raymond Walters and Clermont Colleges and the nearby community colleges (especially Cincinnati State), creating clear pathways to baccalaureate programs.
3. UC and Cincinnati State should strengthen existing partnerships, work together to enhance course alignment at the developmental and baccalaureate levels, and strengthen links between UC advisors and CSTCC advisors.
4. The University should allow a small number of holistically admitted students to enter Uptown baccalaureate programs through the current admissions exception protocols.
5. The University should continue to assess the needs and provide appropriate support services for all baccalaureate students admitted to Uptown colleges, including those holistically admitted.
6. The University should establish a working group to conduct an assessment of future curricular and staffing needs for developmental courses on the Uptown campus, to consider alternatives for providing those courses, and to estimate the number of faculty and staff who will be needed for the developmental curriculum and associated supports after closing the CAT.
7. As of August 2009, the most likely outcome of that assessment is the assignment of responsibility for delivering developmental courses to Arts & Sciences. If that assignment occurs, A&S should receive the faculty and associated resources commensurate with that responsibility.
8. Regardless the outcome of that assessment, all currently tenured CAT faculty and associated resources should be reassigned to either A&S or CECH, effective no later than July 1, 2010.
9. No later than July 1, 2010, all untenured CAT faculty should be reassigned to either A&S or CECH. This reassignment will ensure that the faculty reside in academic units that can fulfill faculty members' contractual rights. This reassignment should not imply that the faculty salaries or associated resources will remain with those academic units if the faculty are reassigned or their positions are eliminated.
10. The University should create an implementation team to ensure a successful transition for students, faculty and staff.
11. The implementation team should consider efficiencies and the merger of the CAT learning support staff into existing support units in other colleges.

Recommendations related to the creation of a new college focused on engineering and engineering technology

1. Merging parts of the College of Engineering and the College of Applied Sciences, the University should create a new college, the College of Engineering and Applied Science (CEAS), which will receive these baccalaureate programs and their associated resources:

- BSAET – Architectural Engineering Technology
- BSCM – Construction Management
- BSCTN – Chemical Technology
- BSCET – Computer Engineering Technology
- BSETN – Electrical Engineering Technology
- BSIT – Information Technology
- BSFSET – Fire Science
- AAS FSTN – Fire Science
- BSMET – Mechanical Engineering Technology
- BSAEROE – Aerospace Engineering
- BSBME – Biomedical Engineering
- BSCHE – Chemical Engineering
- BSCE – Civil Engineering
- BSCS – Computer Science
- BSCOMPE – Computer Engineering
- BSEE – Electrical Engineering
- BSMATE – Materials Engineering
- BSME – Mechanical Engineering

CEAS will also receive all of the College of Engineering's current graduate programs and their associated resources.

CEAS will also receive one associate-degree program and its associated resources:

- Open Learning Fire Science

2. The faculty and associated resources in the CAS Humanities, Media & Cultural Studies and the Math & Physics Departments should move to the appropriate departments in Arts & Sciences or, in exceptional cases, to other destination academic units. To the extent that any college receives responsibility for delivering services previously delivered by CAS, that college should receive commensurate resources.
3. The Mechanical Engineering Technology, Electrical Engineering Technology and the Construction Science associate programs in CAS should be phased out. Appropriate "2+2" arrangements should be formalized with Cincinnati State to pick up these programs.
4. The CAS Horticulture program should move to the College of Design, Art, Architecture and Planning.
5. The TAP program at CAS should be closed.
6. The destinations of the programs in Sports Administration, Facilities & Hospitality Management, and Culinary Arts & Science remain under study but they should not remain in CEAS.
7. During the transitional year, the faculty and administration of CEAS should create new RPT processes, by-laws, budget, staff reassignments, facilities changes.

8. The current ad-hoc COE/CAS faculty restructuring task-force should remain in place to advise the new dean.
9. Space needs to be found or created to house the functions of CAS on the Clifton Campus near the College of Engineering. Until such space is found, the University should provide a shuttle service between the Victory Parkway Campus and the Clifton Campus adequate for efficient scheduling of classes for students and for efficient use of faculty time.

Recommendations related to the Uptown-regional campus relationships

1. To achieve the goal of becoming "One University," the University should formally establish standing intercollegiate disciplinary curriculum committees similar to those now at work on semester conversion. Those committees should be charged with promoting curricular continuity and assessment across colleges. Each discipline should have a "home" college that ultimately controls curriculum in that discipline across collegiate boundaries.
2. The Council of Deans should recommend to the Academic Operating Committee the formation of a standing committee, the Baccalaureate Pathways Coordinating Committee (BPCC), which will hold primary responsibility for development of new and extension of current baccalaureate programs to regional venues. The Academic Coordinating Committee will fulfill its normal role in approving and adjudicating issues related to the creation of courses and programs.
3. The University should move toward a single accreditation through the Higher Learning Commission, eliminating the separate accreditations for RWC and CC.
4. In coordination with the BPCC, Uptown colleges should develop and deliver baccalaureate degree programs at regional venues, which may be on existing CC and RWC properties or elsewhere.
5. In coordination with the BPCC, RWC and CC should select, develop, deliver, and assess new baccalaureate degree programs, consistent with the USO strategic plan, to be offered entirely by the faculty of those two colleges.
6. The regional colleges should offer some upper-division (300- and 400-level) courses to enable students to complete their associate degrees and gain credits toward baccalaureate degrees.
7. CC, RWC, and the Uptown colleges should retain their current faculty, administrative, budgetary, RPT, and governance structures.
8. The Uptown and regional colleges should create additional affiliate and/or joint appointments for current and future faculty.
9. The Provost should initiate decanal searches for CC and RWC no later than September 1, 2009.
10. The CRSC should form working groups that include staff and faculty to investigate whether benefits and efficiencies would be realized by combining the CC, RWC and Uptown libraries, IT units, or other administrative units.
11. The performance-based budget model (PBB) should supplant the resident credit center model (RCC) as quickly as possible.
12. The Legal Studies and Criminal Justice associate programs in CECH should move to the regional campuses.
13. The Physical Therapist Assisting associate program in Allied Health should move to the regional campuses (already in progress, to Clermont).
14. The Information Technology, Chemical Technology and Business & Commerce associate programs in Applied Science should move to the regional campuses.

15. No later than 2014, the University should assess whether the Baccalaureate Pathways model has succeeded in achieving the goals articulated in this report.

General Recommendation

1. The University should create business plans that include estimates of the projected costs of the restructuring plus the short-term and long-term financial implications of each.

Membership of the CRSC:

Jeffrey Bauer, CC
John Bryan, Provost's Office, chair
Janice Denton, RWC
Russel Durst, A&S
Grace Epstein, CAS
Frank Gerner, CoE/CEAS
Gilbert Hageman, AHS
Valerie Hardcastle, A&S
Lawrence Johnson, CECH
Daniel Langmeyer, A&S

James McDonough, CC
Mary Beth McGrew, Planning & Design
Caroline Miller, Enrollment Management
Don O'Meara, RWC
Paul Phillips, CoE/CEAS
James Plummer, Finance
Richard Puff, Public Relations
Ruth Anne Van Loon, SSW
Tina Whalen, AHS