DATE: **June 19, 2019**

TO: **Stephan M. Wilson, Ph.D., Dean, College of Human Sciences,**
            and Interim Dean, College of Education, Health, and Aviation.

FROM: **Steering Committee**

SUBJECT: **Phase I Final Report and Summary of Recommendations**

On March 27th, 2019, Stephan Wilson, Dean of the College of Human Sciences and Interim Dean of College of Education, Health, and Aviation, instructed the Steering Committee (the "Committee") to develop a list of action items necessary for the creation of New College (resulting from the combination of the College of Education, Health, and Aviation and the College of Human Sciences).

Next, Committee members developed separate working groups (or subcommittees) that were assigned to create tasks or action items for the creation of New College related to Teaching/Instruction, Research/Scholarship, Extension/Outreach, and Administrative responsibilities.

As the individual working groups developed their lists of action items, the groups sought input from faculty, staff, and administrators from the College of Education, Health, and Aviation (EHA), and the College of Human Sciences (HS). Associate Deans from both Colleges also conducted listening sessions with academic units and administrative units in EHA and HS – the notes from which were shared with members of the Committee. Additionally, the Committee administered an anonymous online survey to gather feedback from staff and faculty in EHA and HS. The input from all of these activities was used as a basis for the Committee recommendations and creation of the action item list.

The Committee met regularly between March 27th and June 4th, 2019, to discuss recommendations from each working group. Throughout this initial phase of activity, the Committee shared updates through email and/or through an unlisted URL with faculty and staff in both Colleges.

The Committee offers these key **Guiding Principles** for the successful creation and transition to New College:

A. Decisions related to the creation of the New College should be communicated clearly and with the supporting rationale. While the Committee recognizes that decisions that immediately receive 100% unbridled enthusiasm are rare, the rationale should demonstrate a good faith effort to equitably meet New College projected needs.

B. When teams (e.g., committees, working groups, or task forces) are identified to work on Policy Development, the creation of new, or the revision of existing, Processes, and/or to make decisions affecting faculty and staff in the New College, those parties' names should be shared across EHA, HS, or New College so input may be offered. Further, a designated timeframe communicated ahead of time for those who wish to offer input will be critical for complete clarity about everyone's equitable access for input. For example, "The New College Space Allocation Committee will be [names]; input on Department/School/Unit needs should be shared with any committee member between [start date] and [end date (before any major decision making has begun)]."

C. Processes (especially related to staffing, space allocation, naming of New College, etc.) should be shared through official channels. The Steering Committee formation announcement followed by a list of membership shortly thereafter, along with the Committee's charge, is an example of successful implementation of this form of transparency.

D. Speculation on possible decisions or hypotheticals should be avoided whenever possible. Once decisions are made that will impact a Department/School/Program/Unit, communication should be first shared with all Administrators in these Departments/Schools/Program/Units, as well as Administrators across EHA, HS, and New College that are likely to be directly affected by the decision. As a result, Administrators involved in, or affected by, such decision will then be able to communicate to their respective groups on a comparable timeline. For decisions such as staffing changes or office relocations that will require substantive preparation time, as much notice as possible will be provided.

The following recommendations and list of action items were developed over the last 10 weeks (end of March 2019 to early-June 2019). Ten priorities were identified:

1. **Combine New College service functions by July 1, 2019**. These items include the creation of an integrated Business Office capable of serving both EHA and HS for FY 2020 that includes Finance/Accounting, Human Resources/Administration, Information Technology, and Facilities Management. Additionally, the New College should identify the roles and responsibilities for the other service units in the College including, Research Administration, Graduate Studies, Academic Affairs/Student Services, Extension/Engagement/Outreach, and Professional Education. This is a time-sensitive issue and it is the opinion of the Committee that the proposed New College Administrative structure be announced by July 1, 2019 with the understanding that not all functions may be integrated by this date.

2. Provided the importance of continuing undergraduate recruitment and retention efforts in both EHA and HS, the Committee recommends that the **Student Services function(s) in each College are combined and function as a single unit by August 1, 2019**. In order to maximize collaboration, cross-training, and efficiency in the area of Academic Affairs/Student Services, the Committee recommends that the organizational structure for this unit be established and announced prior to August 1, 2019 so that activities can be coordinated for the 2019-2020 academic year and fully integrated by the fall semester of the 2020-2021 academic year. With the anticipated increased size of the New College, the following organization is recommended for further consideration:

   - **Create a new position for a Director of Undergraduate Recruitment/Retention/Prospective Student Recruitment**. The Director of this unit will report directly to the Associate Dean of Academic Affairs (formerly Associate Dean Academic Programs and Services).

   - **Revise the position of Director of Academic Advising to the Director of Undergraduate Academic Advising and Retention**. Professional Academic Advisors will be direct reports to this individual. The Director of this unit will report directly to the Associate Dean of Academic Affairs.

- **Create a new position for the Director of Career Development and Retention**. All College-directed career, personal, and professional development activities will be coordinated through the Director. Additionally, this individual will be responsible for providing study abroad advising and organization for students in the New College. The Director of this unit will report directly to the Associate Dean of Academic Affairs.

- Because each of the Director positions described above has a responsibility related to retention, the Committee believes that the cross-functional structure will lead to enhanced collaboration, additional opportunities for cross-training of employees, increased employee empowerment, improved leadership development, and measureable increases in retention and graduation rates for students enrolled in New College.

- **Establish an Assistant Dean of Assessment and Accreditation position that reports to the Associate Dean of Academic Affairs**. The individual in this position will be responsible for coordinating assessment activities that are required for accredited programs in EHA and HS.

3. **Create a new position of Assistant Dean of Professional Education in order to foster an understanding internally and externally of the continued support for educator preparation within New College and our desire to serve the state's needs in the midst of the teacher shortage**. This change would also align New College with the vast majority other comparable institutions' structures state-wide and better serve OSU's role in educational advocacy efforts, both in this time of a crisis-level teacher shortage and long-term, as a land-grant institution. Finally, this position should also help in our recruitment efforts for teacher education students and faculty as a visible sign of the import placed on educator preparation in New College, preserving our role as the largest educator preparation institution in the state of Oklahoma.

4. As a result of continuing efforts related to establishing and developing international/global educational partnerships in EHA and HS, the Committee **recommends including an Associate Dean for Global Partnerships as a position in the administrative structure of the New**

College. The Associate Dean of this unit will report directly to the Dean of the New College.

5. Create a New College **Staffing Committee** (with the intent that this will become a Standing Committee for the New College) that will be responsible for reviewing current staffing needs and creating/recommending a staffing plan to best meet the needs of the New College. Ideally the Staffing Committee will be comprised of Administrative Staff members and faculty members from both EHA and HS.

6. Once the New College Administrative structure is determined and staffing recommendations are proposed, **it is critical that a Space Allocation Committee be assembled to determine the "space needs" required for the most effective operation of New College service (and academic) units**. Similar to the Staffing Committee, it is recommended that this Space Allocation Committee become a Standing Committee for the New College. Discussions and decisions related to space needs should not precede the development and announcement of the New College organizational structure.

7. **Determine and communicate a clear timeline for the creation of the New College**. Further, establish a process for gathering input for the name of the New College and finalize the name before the end of the Fall 2019 semester. The name and identity of the New College is absolutely critical to the success of recruiting and retention efforts in individual academic units. A clear identity and name is also critical to developing and maintaining relationships with campus partners and external stakeholders (e.g., community partners and donors). Although the name and identity of the New College will be driven by the academic programs in the New College, it should be sufficiently concise and descriptive of the curricular programs to ensure an easily identifiable brand to students, faculty, staff, and stakeholders.

8. **Establish a Policies and Procedures Committee comprised of Faculty and Administrators from both EHA and HS**. This group will be responsible for examining critical processes currently in EHA and HS and revising processes, or creating new processes, that are time- and mission-critical during the transition to the New College.

9. **Establish a Faculty and Staff Governance Committee**. With a variety of different leadership structure and terms (i.e., Leadership Team in EHA and E-Council in HS) unique to either EHA and HS, this committee will be tasked with creating and recommending a new governance/shared leadership structure at the Administrative, Faculty, and Staff levels. Upon the establishment of new governance/leadership structures, this Faculty and Staff Governance Committee will examine EHA and HS By-Laws and facilitate processes to create new By-Laws for the New College.

10. **Create a small committee (five or fewer is recommended) of tenured faculty (both mid-career faculty and more senior faculty) to examine existing workload policies in EHA and HS and propose a revised workload policy for the New College** that is aligned with OSU Policy and Procedure 2-0110 (*Guidelines to Govern Workload Assignments of Faculty Members*). The College Workload Policy should be endorsed by Administrators and Faculty in each Department/School/Program/Unit. Each academic unit (i.e., Department or School) will recommend one faculty member to serve on this Committee to the Dean. The Dean may seek counsel from Associate Deans, Department/School Heads, or Program Directors in assembling the Workload Committee from the list of those recommended to serve on this committee. In parallel, another small group of faculty and professional staff (if appropriate) will need to examine Reappointment, Promotion, and Tenure (RPT) criteria established for academic units for Tenure-track and Non-tenure track positions and create a New College-level RPT document that may inform the creation of the College Workload Policy.

The ten priorities outlined above represent the mission-critical activities that should be completed within a relatively short time-frame (6-12 months). The results of these activities will provide a strong foundation upon which to discuss academic unit restructuring (as needed and if appropriate) and/or the addition of new academic programs in the New College over the next 12-18 months (or longer, if necessary).

PROJECTED PRIORITIES AND ACTION ITEMS FOR CREATION OF NEW COLLEGE

TEACHING AND INSTRUCTION			
Issue	**Action Item**	**Who**	**Timeline**
Teaching load 3/2, 2/2 standard	Examine what currently exists in both EHA and HS and develop a college workload policy	Dean/Associate Deans, Faculty Representatives, Department/School Heads	6-12 Months
Start Up Packages/GRA Support	Examine Start-up Packages and how they are funded; Develop an equitable college process for start-up allocation that is discipline-appropriate; Examine how GTA and GRA positions are funded and develop a College-level process for GTA and GRA allocations	Dean, Associate Dean for Research and Graduate Studies, Faculty Representatives, Department/School Heads	9-12 Months
Endowed Chairs and Professors	Examine Endowed Chair policies/processes in both EHA and HS; Develop College-level processes for Endowed Chair/Professorships in the New College	Dean, Business Office Director/Finance, Associate Dean Research and Graduate Studies, Director of Research and Sponsored Programs, Endowed Chairs and Professors Committee, OSU Foundation Liaison	12-18 months

Outreach Course Management; Course Scheduling, Course Deviation Forms, Online/Hybrid Course Forms	Examine how outreach (i.e., online) courses are managed and administered in both EHA and HS; Develop a process for online course management that meets the needs of the New College; Determine if Course scheduling, Course Deviation Forms, and Online/Hybrid Course Forms will be handled at the College-level or the unit-level (determine responsibility for online or deviated course management); Standardized remuneration for online course delivery (for out-of-load courses)	Dean, Associate Dean for Academic Affairs, Outreach Coordinator, Department/School Heads, Business Office Director/Finance	< 6 months
Great Plains IDEA Consortium	Determine the Associate Dean under which GPIDEA enrollment and courses will be managed; Work with GPIDEA Coordinator and GPIDEA Directors to ensure that appropriate paperwork is completed during the transition to New College	Dean, Associate Dean for Academic Affairs, GPIDEA Coordinator, Department/School Heads and/or GPIDEA Directors	< 3 months

Course scheduling procedures, Book ordering processes, Classroom scheduling	Examine current processes related to course scheduling, book ordering, and classroom scheduling in EHA and HS; Develop a new process that meets the needs of New College; Determine if processes will be centralized at the College-level or decentralized at the academic unit level.	Dean/Associate Dean for Academic Affairs, Faculty Representative, Department/School Heads, Associate Department Heads, Graduate Program Coordinators, Administrative Associates, Facilities Manager and/or Space Allocation Committee (for non GU classrooms)	< 6 months
Course and workload management; Enrollment expectations (minimum and maximum) for undergraduate and graduate courses; Assessment of frequency of course offerings at undergraduate and graduate level (if appropriate)	Examine current practices in EHA and HS; Determine if processes will be centralized at the College-level or decentralized at the academic unit level.	Dean, Associate Deans, Faculty Representative, Department/School Heads, Program Directors, Business Office Director/Finance	6-12 months
Summer courses (what are the historical practices of summer course offerings; how are they funded; minimum enrollments; remuneration of faculty for summer classes)	Examine how summer school budgets are managed and administered in EHA and HS; Develop a standardized policy for the New College that best meets the needs of academic units while being mindful of budget implications.	Dean, Associate Deans, Faculty Representatives, Department/School Heads, Business Office Director/Finance	3-6 months

School/Department Budget Allocations	Examine current practices for budget allocations in both EHA and HS; Develop a plan for how budgets will be allocated to Schools/Departments in the New College; Develop a metric-based system that will help inform/contribute to budget allocations to Schools/Departments	Dean, Associate Deans, Department/School Heads	< 6 months assuming college budgets will be combined for FY21
Structure and Functions of Academic Services • **Freshman Orientation (1 credit hour vs. 2 credit hour)** • **Transfer Orientation** • **Communication strategy for current EHA and HS students; Communication plan for prospective New College students; Clear branding for College, but focus on academic programs; Engage Students in the process and creation of New College; Provide**	Determine Organizational Structure and Leadership	Dean, Associate Deans, Directors of Recruitment, Advising, Career Services, Marketing and Communications	<1 month for structure; 6-12 months for other issues

opportunities to gather student feedback • Recruiting and prospective students			
Teaching Spaces • **Non-GU Classroom space management and allocation** • **Collaborative teaching spaces** • **Classroom space for deviated courses** • **Plan for classroom utilization for projected growth** • **Utilization of PIO building** • **Access to labs, libraries, centers and other important teaching materials**	Establish a space allocation committee to assess classroom space demands	Dean, Associate Deans, Department/School Heads, Faculty Representatives, Professional Staff, Registrar's Office (for GU), IRIM	< 1 month; 6-12 months for non-urgent issues and to conduct an assessment and develop a plan for the New College
Graduate Student Support	Determine the administrative unit responsible for graduate student support and management (and clarify the roles for Departments/Schools in graduate student issues)	Dean, Associate Deans, Graduate Coordinators and Program Assistants	12 months

Undergraduate Commencement	Recommend that EHA and HS are in the same Commencement Ceremony by Spring 2020; New College ceremony by Fall 2020	Dean, Associate Dean of Academic Affairs (and Directors as needed), Student Council/Student Representatives, Registrar's Office	6-9 months
College Website	Determine when a new website for the New College will be developed and launched	Dean, Associate Deans (and Professional Staff as needed), Marketing and Communications, Brand Management, Department/School Web Content Managers	6-12 months
RESEARCH/SCHOLARSHIP			
Workload	Examine existing guidelines and practices for workload assignments of tenure-track and non-tenure track faculty members. Develop New College policy that aligns with University policy to ensure equitable workload assignments (discipline-specific, if necessary) across academic units.	Dean, Associate Deans (as appropriate), Department/School Heads, Program Directors (as appropriate), Faculty Governance Committee, Faculty Representatives	Begin work immediately with the goal of proposing a College Workload Policy for Review in 6-12 months

Workload related to new faculty with research assignments	Examine existing guidelines and practices for reduced course load (release time for research), start-up funding, and GRA (if applicable/available) funding for faculty. Develop New College guidelines/policy to ensure equitable practices for Workload Assignments or expectations across departments/schools/academic units.	Dean, Associate Deans (as appropriate), Department/School Heads, Program Directors (as appropriate), Faculty Governance Committee, Faculty Representatives	Begin work immediately with the goal of proposing a College Workload Policy for Review in 6-12 months
Workload related to tenured and tenure-track faculty with research assignments	Examine existing guidelines and practices for the inclusion of research/scholarly activity in workload assignments. Establish a College policy (or practice) related to "buying out" course assignments if faculty can cover the expense of "buying out" a course(s) with external funding. Establish a College policy for summer salary and/or a supplemental salary if faculty members are funded through grants and contracts that allow salary expenditures. New College policies should ensure	Dean, Associate Deans (as appropriate), Department/School Heads, Program Directors (as appropriate), Faculty Governance Committee, Faculty Representatives	Begin work immediately with the goal of proposing a College Workload Policy for Review in 6-12 months

	equitable practices across departments/schools/units.		
College-wide policies related to F&A Distribution, Centers & Institutes, and Sabbaticals (and these should be aligned with University policies or guidelines).	Examine existing HS and EHA policies for F&A Distribution, Centers & Institutes, and Sabbaticals. Establish and implement policies or guidelines in New College.	Dean, Associate Deans (as appropriate), Department/School Heads, Program Directors (as appropriate), Faculty Governance Committee, Faculty Representatives	6-9 months
Research Compliance	Policies from numerous entities (e.g., University, funding agency) must be followed; however, New College needs to determine the series of practices needed to monitor compliance issues.	Dean, Associate Dean of Research and Graduate Studies, Faculty Governance Committee, Faculty Representatives	9-12 months
Graduate Student Development • GRA/GTA funding • Graduate Student Awards and Honors • Travel support	Examine existing EHA and HS HS practices for GRA/GTA funding and allocation, management of Graduate Student Awards and Honors, and travel support for graduate students attending meetings/professional development activities. Beginning FY20, HS stipend rates will vary by academic	Associate Dean of Research and Graduate Studies, Finance, Research and Sponsored Programs Director or designee, Department/School Heads, Faculty Representatives	6-9 months in order to budget and implement for FY21

	unit based on data gathered from peer institutions. Recommend a similar stipend survey be implemented for academic units in EHA to increase competitive applications of graduate students.		
GRA/GTA allocations	Examine how GTA and GRA positions are funded and develop a College-level process for GTA and GRA allocations	Dean, Associate Dean for Research and Graduate Studies, Faculty Representatives, Department/School Heads	9-12 months
Faculty development • Training/workshops for new early-career faculty with research assignments • Training/workshops for mid & late career faculty with research assignments • Special funding (pilot projects, equipment, etc.) • Recognition (national and state awards)	Examine current programs and practices supporting faculty development in EHA and HS. Coordinate efforts to reduce duplication in FY20 and develop programs (as needed) to support faculty development in New College.	Dean, Associate Deans, Department/School Heads, Faculty Representatives, Faculty Governance Committee (Awards Committee)	3-12 months

Space allocation	Establish a space allocation committee to assess space to support research and scholarly activities	Dean, Associate Deans, Department/School Heads, Faculty Representatives, Professional Staff, Registrar's Office (for GU), IRIM	< 1 month; 6-12 months for non-urgent issues and to conduct an assessment and develop a plan for the New College
Student Fee Requests	Determine the process for submitting new student fee requests.	Dean, Associate Deans, Department/School Heads, Program Directors, Faculty Representatives	6-12 months
Incentive Program to Support Collaborative Projects between EHA and HS Faculty	Develop a program to incentivize faculty in EHA and HS to work collaborative to address research problems and/or develop new integrated courses at the undergraduate and graduate level	Dean, OSU Foundation, EHA and HS Faculty; Department/School Heads can be consulted before the project moves forward	3-18 months
EXTENSION, ENGAGEMENT, AND OUTREACH			
College-wide Understanding and Appreciation of Extension, Outreach, and Engagement	Develop a common vocabulary and definition of the terms Extension, Outreach, and Engagement. Ensure that these are used consistently in the New College and among Departments/Schools/Units in New College.	Faculty with formal Extension appointments should define "extension" and how is should be used in College and Academic Unit Reappointment, Promotion, and Tenure Documents; "Outreach" and "Engagement" should be defined collaboratively among New College Administrators, Faculty, and Staff.	9-18 months

		Other contributors should include Dean, Associate Deans (as appropriate), Department/School Heads, Unit Personnel Committees, College Personnel Committees, Faculty Governance Committee, and Faculty Representatives.	
College Centers and Institutes	Examine existing HS and EHA policies for Centers. Establish and implement policies or guidelines in New College.	Dean, Associate Deans (as appropriate), Department/School Heads, Program Directors (as appropriate), Faculty Governance Committee, Faculty Representatives, Center Directors.	9-18 months
Provide reassurance to stakeholders of continued educator prep focus • **OLLI (new director)** • **HS Continuing and Professional Ed (RuthAnn Sirbaugh)** • **School Business Education (Laura Holcomb)** • **P-12 School Partnerships** • **Career Tech Centers** • **"Teach Oklahoma" Orgs in High Schools**	Develop and implement an effective communication strategy for informing constituents and stakeholders of the creation of New College and commitment to teacher preparation and education (including continuing education and professional education).	Associate Deans (as needed), Director of Professional Education, Marketing and Communications, Department/School Heads (as appropriate)	1-3 months

(Mainly with Recruitment/PD Focus) - Recruiter (TBD) • **Education Preview Day** • **Prof Ed PD opportunities** • **Professional Ed Council** • **Study Abroad Student Teaching Internships opportunities across New College** • **Student advocacy organization**			
Maintain and secure outreach partnerships from service-based program	Identify potential external partners with whom to collaborate/exchange resources	Department/School Heads, Faculty, Program/Center Directors (as needed)	12-18 months
Study Abroad (Student Teaching and other) and visiting scholar opportunities	Determine if study abroad and visiting scholar opportunities will be offered and supported in New College; Establish a College-wide process for supervising the recruitment and "employment" of visiting scholars.	Dean, Associate Deans (as needed), and Director of Outreach/Director of International Studies/Study Abroad establish plans early Fall 2019 for those interested in Fall 2020 and later study abroad options)	6-12 months

International Degree Cohorts (UPAEP, Belize)	Examine current and prospective partnerships; work toward consistency of approval	Dean, Associate Deans (as needed), Department/School Heads, Program Directors (as needed)	6-18 months
Combine of service committees between colleges upon New College formation (Determine the rotation of service on committees by program/school/department/ or college level)	Create a list of internal (i.e., FDRC)/Outreach-based service committees to consider consolidating and review composition of these committees	Dean, Associate Deans, Department/School Heads (as appropriate), Faculty Governance Committee	6-12 months
ADMINISTRATIVE			
Determine Leadership/Administrative Structure and Timeline for implementation; Describe scope of function area alignments to best prepare for FY20 and creation of New College by FY21	Name college leadership team and their associated function areas/responsibilities.	Dean, VPFA, Provost	July 1, 2019
Clarify Structure and Organizational Structure for Academic Programs and Services/Academic Affairs	Identify and name leadership personnel and associated function areas within the new college structure for academic programs & services.	Dean, Associate Dean for Academic Affairs	July 1, 2019 Justification: • Planning for recruitment, retention, student leadership, and professional development activities for the academic year happens during the

			summer months. Additionally questions are being asked by partnering offices across campus because planning and purchases for their programs and activities for the academic year is dependent upon our operational plans.
			• Continuing to function as two separate colleges when some function area staff must already work in coordination is not an efficient use of human resources and is not viable given the very different organizational and operational paradigms existing currently in each college.
			The committee recognizes the need for a new structure and operational system due to the combined size of the new college's student population. Due to the cyclical nature and

			predetermined schedules of the function areas represented in academic programs & services, summer is the optimal time to implement this new structure in order to reduce negative impact on student recruitment, retention, development and placement.
Current student services operations are spread across multiple locations across two buildings.	Identify and develop a short-term space allocation plan for Academic Affairs that lends itself to a "first floor", highly visible location due to the areas serving as a public face of the college to students as well as other relevant stakeholders.	Dean, Associate Dean for Academic Affairs, Facilities Manager, Space Allocation Committee	August 1, 2019 Justification: • If there are going to have functional area teams, the team members best provide quality services and personnel efficiencies when located in close proximity. Due to the above-mentioned cyclic nature and predetermined schedules of the academic programs & services function areas relocating personnel during the academic semesters would impede delivery of services.
Anticipated Space Needs to Accommodate Enrollment Growth	Conduct a needs assessment to create a long-term space allocation and plan for new college. Examine spaces	Dean, Associate Deans, Facilities Manager, Department/School Heads, Program Directors, Space	Initiated within 3-6 months

	needing renovation to best meet the expected needs of New College	Allocation Committee, OSU Foundation	
EHA and HS have different traditions of importance to students, alumni, faculty and staff.	Determine when individual traditions & celebrations of EHA and HS will be combined for New College, and identify a conceptual organization for and point of oversight for each tradition/celebration, including: • First traditions • Scholarship recognition • Student awards recognition • College week celebrations • Homecoming celebrations • Named centers	Dean, Associate Deans, Marketing & Communications, Student Councils,	Initiate in 1 – 3 months; For traditions/celebrations that will be combined or held in collaboration during 2019-2020, space reservations must be made as early as possible to ensure the ability to secure space.
EHA and HS each have a set of student recognitions with varied processes for selection.	Determine and define selection process for key student recognitions/awards. • Top 10 seniors • Outstanding seniors • Orange robe senior at graduation • Outstanding Master's and Doctoral students	Associate Deans (as appropriate), Department/School Heads, academic unit leaders, and Directors in Academic Affairs/Student Services	1-3 months
EHA and HS each have	Develop the organizational	Dean, Associate Deans, OSU	Initiated Fall 2019

differing structures and involvements for alumni organization, partners/advisor boards, & donors.	structure(s) and involvement plans for alumni, partners, advisory group(s) & donors.	Foundation, Department/School Heads, Program Directors, Representatives of Alumni/Partner/Advisory groups	
EHA and HS have differing organizational cultures expressed through written policies and unwritten cultural norms. College governance structure differs across EHA and HS.	Identify the key tenets of the intentional organizational culture to be developed and championed by the faculty, staff, and students of the new college, as expressed through: • Workplace policies & expectations for faculty & staff related to attire, "flex" time, presence/availability, lunch coverage, etc. • Staff, program, unit & college-wide meeting frequencies • Staff development opportunities • Office and college celebrations • Hiring processes & procedures for faculty & staff positions • Performance appraisal processes • Technology replacement	Dean, Associate Deans, Department/School Heads, College Governance Committees, Faculty and Staff Representatives, Business Office/Finance, HR Director/Liaison	Initiated Fall 2019

	rotations • Lectures & keynotes • Salary structures • Teaching Fellows Program		
EHA and HS each have differing organizational cultures expressed through written policies and unwritten cultural norms. College governance structure differs across EHA and HS.	Identify and define, including membership selection, college governance structure and policies, including but not limited to: • "E-council" or Administrative Council • Faculty Advisory Council • Staff Advisory Council • College Committees	Dean, Associate Deans, Department/School Heads, College Governance Committees, Faculty and Staff Representatives, Business Office/Finance, HR Director/Liaison	Initiated Immediately (July 1, 2019); Establish Implementation plan by September 1 with the aim to complete by December 2019
EHA & HS have different scholarship awards, applications & processes.	Work with the OSU Foundation to review agreements & align awards (if needed), & collaborate across EHA and HS to develop a uniform scholarship application & processes conducive to the selection for New College's scholarship portfolio. Processes to be defined include: • Process for student selection • Notification of student	Dean, Associate Deans (as appropriate), Scholarship Coordinators, OSU Foundation, Department/School Heads, Faculty and Staff in EHA and HS currently involved in selecting scholarship awardees	Initiate immediately (July 1, 2019) Justification: • Students receiving awards for the 2020-2021 academic year could be funded from New College, & those awards will begin being awarded in Nov. 2019

	recipients • Faculty & student opportunities to interact with donors • Format & timing of recognition event		
Critical dates exist for University processes associated with academic programs and student services.	Develop a calendar of critical dates to guide the prioritization of to-dos and prevent missteps in procedurally combining operations within the University structure throughout the coming year, such as: • SGA funding requests for student organizations • Textbook submission requests • Course action forms • Program modification proposals • University ceremonies & committees	Dean, Associate Deans (as appropriate), Directors in Academic Affairs, Campus Partners (Residential Life, Registrar's Office, Provost's Office, etc.), Department/School Heads (as needed)	July 1, 2019 (or as soon as possible before the beginning of the Fall 2019 semester)
Multiple existing technology platforms function with dual lines of operation, one for each college, such as Qualtrics, STAR, etc.	Decide upon and/or merge the lines of operation for technology systems.	Associate Deans, Business Office Director/Finance, IT Staff, ITLE, UAT, and other Staff and Campus Partners	Initiated Summer 2019

Budget Plans	One-on-one meetings need to begin between fiscal leaders and department/school leaders to learn what they want in terms of budgets/reports, once the Dean has determined what he would like; Determine how allocations will be made and upon what basis allocations will be made (e.g., use of metrics to assess Department/School productivity)	Dean, Associate Deans, Business Office Director, Finance Personnel, HR Director, Department/School Heads	Begin immediately (July 1, 2019) so that EHA and HS budgets can be managed as a single budget for FY21
Each college has its own set of personnel and reporting needs related to assessment, many of which overlap and may be duplicated.	Inventory and coordinate accreditation/assessment needs across programs / offices, eliminating duplication of efforts from multiple personnel, to create a single reporting structure.	Associate Deans, Department/School Heads, Assessment Coordinators, Academic Affairs Directors and Staff	Initiate by Fall 2019; complete by May 2020
Business office functions are handled by different levels of personnel, sometimes within academic or administrative units, sometimes at the college-level. EHA has a centralized structure whereas HS tends to be decentralized.	Determine what "business office" associated functions should be centralized and what functions should remain in departments/schools. • EPAF • New employee "set up" • Purchasing • Financial • Travel	Dean, Associate Deans, Business Office Director and other Staff, Department/School Heads and Administrative Staff	July 1, 2019

	• Open position listing and management within OSU's applicant tracking system • Compliance (safety, fiscal)		
Student organizations	Review and assess current student organizations, especially those with college-wide membership, including (but not limited to): • Membership preference and selection process • Goals and objectives • Campus Life status, including AFAP funding • Leadership structure and selection • Student Organization Advisor selection and responsibilities	Associate Deans, Department/School Heads, Academic Affairs Staff, College Governance Committee, Student Council, Faculty and Staff Representatives (as appropriate)	Initiated by July 1, 2019 • Submission of funding requests to SGA for the 2020/2021 academic year are due in January 2020 • If this is not a reasonable timeline provided the relative complexities of the issue, ensure that processes are developed and implemented for the FY21 year. Time is needed to review relevant constitution & by-laws, make revisions and receive approval from SGA