

DATE: April 29, 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 Interim Report

Members of the Steering Committee have met weekly since March 27th in an effort to *prepare a list of tasks that will need to be completed in order to create the new college* (ostensibly, the charge you provided to the committee in March). The following subcommittees were formed and have focused on tasks related to their respective areas: (1) *Administrative*, (2) *Teaching/Instruction*, (3) *Research and Scholarly Activities*, and (4) *Extension/Outreach/Engagement*.

During one meeting, the leadership team from Marketing & Communications met with the Steering Committee to gain insight in how their team can assist. An outgrowth of that conversation was the need to receive feedback from faculty and staff that goes beyond the "Listening Session" notes. Therefore, the Steering Committee *prepared and administered an online anonymous survey* seeking input in the four areas outlined above. Survey participants indicated their preferences related to communications (frequency, from whom they would like to receive communications, and topical areas that should be regularly included in communications). Individuals completing the survey were also asked to rank the following areas in order of importance:

- Name and identity of the new college
- Reappointment, promotion, and tenure criteria (academic unit and college levels)
- Faculty Support (e.g., start-up packages, graduate research assistance, workload policies)
- Graduate student recruitment
- Undergraduate student recruitment and retention
- Position realignment, reporting lines, and job security
- Graduate assistantship allocation
- Academic unit alignment/reorganization
- Communication and relationships with alumni, donors, and community partners
- Graduate education policies and procedures

An email was sent to all faculty and staff (across both colleges) with a link to complete the survey on Monday, April 22nd; within the first four days, 50 responses were received

(~15% response rate). The survey is scheduled to close on Monday, May 6th, 2019. Only one member of the steering committee has access to the raw data; and, this individual will compile the responses into a single document that will be shared with the Steering Committee, members of the administration, and faculty and staff in both colleges.

All subcommittees consulted with Associate Deans in the College of Education, Health, and Aviation and the College of Human Sciences, and drafted a list of topics that will need to be addressed as we transition to the creation of a new college. *We are currently working towards framing these lists into specific tasks and providing some sense of prioritization.* In order to provide structure to the desired outcomes, we propose organizing these tasks in three phases.

In *Phase I*, to focus primarily on *college-level issues*, we will *categorize and prioritize tasks* into one of the four key areas (i.e., Administrative, Teaching/Instruction, Research and Scholarly Activities, and Extension/Outreach/Engagement). If appropriate, the Steering Committee may provide specific recommendations for action to facilitate the creation of the new college. *We anticipate that this work and a final report will be submitted by the end of May.*

In *Phase II*, the Steering Committee anticipates *providing some guidance and structured-processes* through which *academic units are empowered to examine unit alignment* that would enhance the outcomes of programs. Although some units have already initiated conversations between programs in each college, faculty have communicated with members of the Steering Committee that facilitating these discussions may be a more effective way of examining possibilities for academic unit alignment. In the absence of the complete 360-degree review (including input from Deloitte Consulting, recommendations from Dr. Kostelnik, and the Strategic Orienting process facilitated by Magellan Executive Partners), *any timeline that we would propose at this point would be purely speculative.* Initial discussions among Steering Committee members have generally centered on a *timeline of 1 – 2 years* (ideally, closer to 1 year).

In *Phase III*, in collaboration with the administration and academic units, the Steering Committee will *examine opportunities for new programs (e.g., degrees and certificate programs)* that would be possible with the synergies available through the creation of the new college.

If you have any questions or concerns, or would like to propose additional activities for the Steering Committee to pursue, please let us know.