

Academic Organizational Review

Charge for Committee I: Departments and Colleges

Rationale for Review: CMU has changed considerably since the last reorganization of colleges and departments more than 20 years ago. At that time, CMU was a Masters Comprehensive university (Carnegie Classification), whereas today the university is a Research High (R-2) university with many new programs such as engineering and medicine. In addition to internal changes, external factors, such as the decline of the state appropriation as a percent of total budget, the ongoing decline in the number of graduating seniors from Michigan high schools, and the evolution of Michigan's workforce, stand to have a major impact on our sustainability. Consequently, it is important to review our organizational structure to determine if the current configuration of colleges and departments best positions CMU to meet the targets in our newly updated strategic plan while also overcoming the challenges and optimizing the opportunities of the next decade. For example, have programs within departments grown to the point where they would be more effective and attractive to students if they were separate departments? Would aligning departments (or subgroups of departments) currently in different colleges create greater opportunities for collaboration and interdisciplinary initiatives in ways that would benefit students, employers and the state? Any reorganization recommendations resulting from the review must be justified by explaining how the changes would address challenges or allow CMU to take advantage of opportunities by, for example, facilitating collaborative education and research or enhancing opportunities for students.

Committee Charge: Make recommendations regarding reorganization of academic programs, departments and colleges to ensure the administrative structure reflects current and future academic program optimization at the university and, thereby, positions CMU to implement the 2017-2022 strategic plan and meet the opportunities and challenges of this time period and beyond.

The committee will consider best-practice organizational models from other institutions as well as suggestions and input from the entire CMU academic community.

The committee will gather data and suggestions and then develop preliminary and final reports with recommendations and proposals that will be presented for feedback and comment by the CMU community. The final draft will be voted on by affected departments and colleges and the Academic Senate as outlined in the academic reorganization policy.

The committee may consider multiple options for organizing academic colleges and departments. The following examples are for illustrative purpose only, to help committee members — and the campus community — imagine and explore any number of creative concepts:

- Combining, splitting or realigning departments, including among and between colleges;
- Combining, splitting, realigning or creating new colleges, as happened during the last reorganization when the College of Health Professions was created; and
- Creating new administrative structures to augment the college and department model. For example, CMU has schools (e.g., School of Engineering and Technology and School of Music) that functionally are departments. However, some institutions have multi-department schools with directors analogous to associate deans. This structure can allow greater synergies among related disciplines, while preserving the integrity of departments.

The committee will also evaluate the following:

- The potential for identifying an academic home for graduate and undergraduate programs such as the Bachelor of Science in community development and Master of Science in Administration that are currently administered by a director and an Academic Senate committee;
- Possible alternate structures for the honors program;
- The possibility of an interdisciplinary or university college that might form the academic home for:
 - Undecided students during their first and second years;
 - The General Education program;
 - Interdisciplinary programs such as the MSA;
- Other opportunities and proposals suggested by the CMU community.

As noted above, preliminary and final draft reports from the committee will be presented to the Academic Senate and the campus community for feedback and suggestions. A final draft will be voted on by the affected departments and colleges and potentially by the Academic Senate, depending on the outcome of departmental and college votes as specified by the academic reorganization policy.

The final recommendations of the committee will be delivered to the provost on April 16, 2018. These will be reviewed by the president and provost and be presented to the Board of Trustees during its April 18 and 19 meetings. The Board is likely to vote on the recommendations during its June 28 meeting.