

Urban Leadership Program

1. **How do you think an academic re-org, like the ones in the graphic, would impact your department – both positively and negatively – in terms of the following enrollment-related topics? Please explain.**
 - a. **Student recruitment**
 - b. **Student retention**
 - c. **Student graduation rates**

I don't know that I can truly say how it would be impacted. Leadership development work can and should be a concern for all 😊.

Our current ULP make up is under-represented in Education and HEAT majors (18% Business Majors, 38% LAS, 18% Professional Studies with a significant percentage as IDP majors). With the new structure, the breakdown remains fairly even beyond HEAT and Education which remain underrepresented. We work intentionally to diversify our majors in the program through faculty referrals and outreach to certain departments and faculty.

I have never seen any national research or data to support creation of smaller schools leading to higher retention, persistence, graduation, etc. Some researchers have explored concepts of centralized vs. de-centralized student affairs work (i.e. advising, career, leadership, sometimes student governance). My colleagues working within decentralized student affairs report much less collaboration and major challenges with inequity of funding and support as major constraints to their work and the ability to support students.

2. **How do you think an academic re-org, like the ones in the graphic, would impact your department – both positively and negatively – in terms of the following identity-related topics? Please explain.**
 - a. **Professional recognition**
 - b. **Department reputation/image**
 - c. **Department revenue**
 - d. **Program accreditation**

I don't know of any ways it would impact a or b due to the interdisciplinary and campus-wide aspects of leadership programs.

This proposal isn't revenue neutral and would rely upon existing resources. I have concerns about revenue taking away from established and growing programs we know are successful and could grow, but are currently limited due to staffing and budget constraints. I find difficult to believe that an investment in more senior leadership on the academic side won't come at a cost of delaying opportunities for successful programs with a proven history of success and potential for further growth. In a time when we are highly enrollment driven and budgets are more limited, I would prioritize growth in areas with proven success much higher than collegiate restructures. Item d is not a factor.

3. **How do you think an academic re-org, like the ones in the graphic, would impact your department in terms of the following internal university topics? Please explain.**
- a. **Voting representation (such as on Faculty Senate and Council of Chairs & Directors)**

I am not aware of any.

- b. **Collaboration with other departments**

My colleagues who run similar leadership programs in Colorado have greater challenges with recruiting students in more decentralized majors/curriculum paths. In particular in Engineering and Business programs due to structures in their core curriculum. The interdisciplinary insight, collaboration, and curriculum is an asset to our program and I have concerns how this plays out with more schools/colleges.

4. **Are there current projects or projects in the planning stages that you feel would be disrupted by an academic re-org? Please explain.**

None.

5. **Are there specific policies or procedures that your department uses that reference or use the current school/college structure? How would they be impacted by an academic re-org?**

None

6. **Does your department currently engage in external fundraising? Do you think an academic re-org into smaller colleges (such as the 7 shown in the graphic) would impact fundraising for your department? How about for your college?**

Yes(ish). We receive some private scholarships. One of them includes prioritization for Business majors. The re-org will not impact this on its own.

7. **Using the graphic re-org as a point of discussion, how would your department feel about being in the 5-college version? In the 7-college version? Should MSU Denver continue down the path of collegiate restructuring, where do you think your department belongs? [Remember, these are being put forward as models to promote discussion. They are not finalized plans being voted on.]**

We align through Political Science on the academic side due to the minor in Leadership Studies. We've had good success with support from LAS in the past through efforts like the Golda Meir elevator funding. I have some curiosity on these groupings and the ability to generate funding—I don't know of any external sources who dedicate funds to Social & Behavioral Sciences 😊. Second, I wonder whether there could be an over reliance/emphasis on general studies courses for these folks. Finally, I'm curious about the diversity of faculty outside this college (will faculty of color be concentrated to one College). I don't have the data, but these are the questions I would want addressed to be able to support the change.