Sanders, Ann

From:	Willich, Steven
Sent:	Wednesday, October 03, 2018 12:35 PM
To:	Sanders, Ann
Subject:	FW: Seeking Input on Possible Collegiate Restructuring
Importance:	High

Hi Ann!

We discussed the Student Affairs questions as an employee team in the LGBTQ Student Resource Center, and came up with the following. Overall, we could not see much of an impact whatsoever on our program.

1. If academic departments were reorganized in a manner like the one shown in the graphic, what would your unit need, in terms of time, people and resources to make that change happen? Please explain.
    a. Because we work with individual departments, and not necessarily colleges overall, we don't foresee needing any resources.
2. Imagine the transition period to a new academic organization has ended and your unit has "settled in." What parts of your work might be easier than they are in the current academic organization? Or how could you grow? Please explain.
    a. Again, because we work with individuals or individual academic units, we could not come up with any impact on our operations.
3. Imagine the transition period to a new academic organization has ended and your unit has "settled in." What might become more difficult? Please explain.
    a. N/A
4. Do you think an academic re-org would have any impact (positive or negative) on the "Road Runner Run-Around"? Please explain.
    a. Initially, I think the reorg will increase the runaround effect as the university community gets used to the new structure. After that, with departments grouped more logically, the runaround should be reduced.
5. Is your unit engaged in any current projects that you think would be disrupted by an academic re-org? Please explain.
    a. No

Steve

From: Golich, Vicki
Sent: Monday, September 24, 2018 1:15 PM
Cc: Annan, Crystal <cannan@msudenver.edu>; Meyer, Karen <kmeyer29@msudenver.edu>; Philbrook, Cynthia <cphilbr1@msudenver.edu>; Phillips, Kamilla <kphill26@msudenver.edu>; Pruitt, Michele <MPRUITT2@msudenver.edu>; Sanders, Ann <asande15@msudenver.edu>; Schaeffer, Margaret <mschaef8@msudenver.edu>; Yan, Erica <renoe@msudenver.edu>
Subject: Seeking Input on Possible Collegiate Restructuring
Importance: High

Dear Colleagues (NOTE: I am sending this to the Academic Affairs and Student Affairs Assembly. PLEASE forward to all faculty and relevant staff. Thank you!),

In its work last spring, the President's Advisory Council on Academic Excellence & Student Success (CAESS) collected data and feedback from deans, chairs and directors, faculty, staff, students and community cabinet members. A summary of the process, including roughly a dozen different open-engagement opportunities available to anyone on campus, can be found in the CAESS June Report.

One unanimously supported outcome of that work was the recommendation that "changes to the academic organizational structure should be vetted by the impacted academic units; these groups should also be actively engaged in the implementation process."

To that end, I asked the Academic Affairs & Student Affairs Assembly to help generate a set of questions that would be sent to each academic department and student affairs unit. I hope these questions spark discussion within the departments/units before written responses are sent back to the Provost's office (by Nov. 16th). If you do not feel comfortable or cannot answer each and every question, please answer those that you can.

In short, these questions are an attempt to gather relevant information and feedback from departments as a whole, especially any details that have not been addressed by previous efforts of the CAESS.

All the best, Vicki

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MSU Denver's mission, vision, ongoing operations and strategic planning are informed by a core set of values that define who we are - and aspire to be - as a University. They are

Community – Access – Diversity – Respect – Entrepreneurship

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☺.

My own experience with the changes in the Colleges of Education and the School/College of HEAT have resulted in LOWER contact, collaboration, and partnerships for student engagement than when these were part of the School of Professional Studies. This includes course offerings, student programs, and faculty collaborations on events beyond the Urban Leadership Program. One department leader actually told the office of Student Activities they no longer had the need to work with us because of the additional funds coming from a donor for similar work.

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. 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☺ We know programs like Honors, Brother2Brother, Undergraduate Research, Individualized Degree Program, Supplemental Instruction, and the Urban Leadership Program greatly impact retention and student success and fear this change would limit growth for programs we know are successful but are currently limited in growth due to decreased enrollment and funding. 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 such as those above. In a time when we are highly enrollment driven and budgets are more limited, I would prioritize growth and new programs in areas with proven success at MSU Denver much higher than collegiate restructures. Item d is not a factor.

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.

> e. Voting representation (such as on Faculty Senate and Council of Chairs & Directors)

I am not aware of any.

> f. 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.

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

None.

4. 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

5. 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.

6. 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.

Let me know if you have questions or suggestions for edits as well.