

6. East Carolina University Reorganization Courtney Thornton

Situation: East Carolina University requests authorization to relocate academic units in the College of Human Ecology to other colleges within the institution, resulting in dissolution of the College of Human Ecology.

East Carolina University also requests authorization to change the name of the Division of Research and Graduate Studies to the Division of Research, Economic Development, and Engagement.

Background: Per UNC 400.2.1.1[R] indicates that the UNC Board of Governors must approve any proposals for major reorganization of the administrative structure of institutions (e.g. establishing, merging or eliminating colleges or professional schools).

Assessment: Approval of the reorganization is recommended.

Action: This item requires a vote.



**Office of the Provost and
Senior Vice Chancellor
for Academic Affairs**

210 Spilman Building
East Carolina University
Greenville, NC 27858-4353

July 16, 2015

252-328-5419 office
252-328-4010 fax

Dr. Junius J. Gonzales
Senior Vice President for Academic Affairs
UNC General Administration
P. O. Box 2688
Chapel Hill, NC 27514

Dear Dr. Gonzales:

On behalf of Chancellor Steve Ballard, I am enclosing the proposed reorganization of academic units plan that was approved by the ECU Board of Trustees at its July 16, 2015 meeting.

We are requesting this item to be placed on the agenda for the August Board of Governors meeting for consideration.

If you have questions or desire additional information from my office, please contact Mrs. Linda Ingalls, at ingallsl@ecu.edu or Mrs. Wendy Sergeant at sergeantw@ecu.edu.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'R. Mitchelson', written over a horizontal line.

Dr. Ronald L. Mitchelson
Provost and Senior Vice Chancellor
for Academic Affairs

cc: Chancellor Steve Ballard

EAST CAROLINA UNIVERSITY
PROPOSED REORGANIZATION OF ACADEMIC UNITS
JUNE 2015

Approved by ECU Board of Trustees July 17, 2015

Background

During academic year 2013-2014, East Carolina University conducted an extensive campus-wide self-examination of its capacity to achieve the University's mission while remaining good stewards of our resources. The University Committee on Fiscal Sustainability (UCFS), with 16 members representing faculty, staff, and administrators across campus, was appointed by Chancellor Ballard at the beginning of fall semester 2013. The UCFS was charged with developing recommendations that will improve the institution's ability to cope with mounting financial pressures in the short and longer terms.

The UCFS reviewed the UNC system strategic directions; received financial reports of existing conditions, challenges, and opportunities from units and divisions across the entire campus; and conducted campus-wide surveys and forums. These survey data provided useful input and a basis for discussions. A draft of recommendations was issued to the entire campus community on March 28, 2014, followed by two open forums on April 8 and 9 and an online survey with nearly 750 responses. Recommendations from the UCFS were modified to reflect feedback from the campus community and were provided to the Chancellor on May 1, 2014.

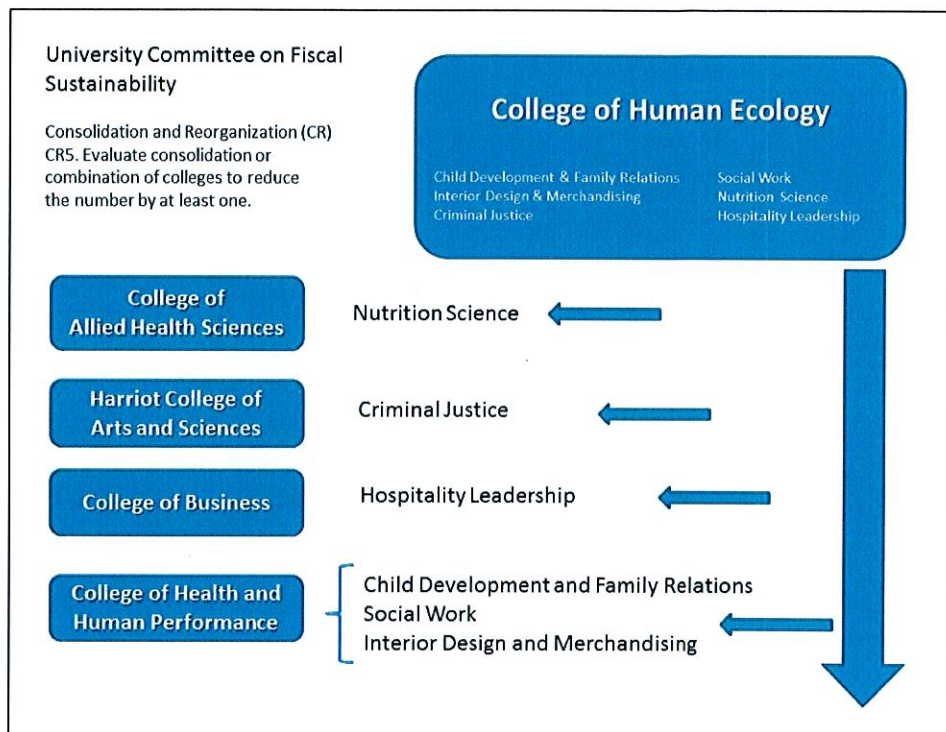
On June 4, 2014, the Chancellor formally accepted the Final Report of the UCFS, containing 61 recommendations categorized into: revenue, operational cost, consolidation and reorganization, academic programming, workloads, and other. The complete report of the UCFS is available through the link provided below.
<http://www.ecu.edu/cs-admin/fiscalsustainability/upload/UCFS-Recommendations-Final.pdf>

In December 2014, Provost (then Interim) Ronald Mitchelson assembled a work group ("Code Unit Proposal Committee") to address the UCFS recommendation CR5 to "evaluate consolidation or combination of colleges to reduce the number by at least one." Six elected faculty members from the College of Health and Human Performance and six elected faculty members from the College of Human Ecology, with at least one representative from each academic unit in both colleges, comprised the work group. The group was charged to address: ascertaining individual unit preferences as to reorganization and ultimate destination, provisional code development, and resource allocation recommendations.

Following ECU's comprehensive process for making changes to existing code units described below, the work group conducted a thorough study culminating in proposed relocation of each academic unit in the College of Human Ecology to other colleges within the institution (see FIGURE 1). Specifically, faculty of the Department of Child

Development and Family Relations, the Department of Interior Design and Merchandising, and the School of Social Work and faculty of the College of Health and Human Performance voted to reorganize as one college, the College of Health and Human Performance. Faculty in the School of Hospitality Leadership voted to reorganize with the College of Business faculty. Faculty in the Department of Nutrition Sciences voted to join the College of Allied Health Sciences in the Division of Health Sciences. The Department of Criminal Justice faculty are completing the final step in the institution's reorganization process where they will join fifteen academic departments comprising the Harriot College of Arts and Sciences.

FIGURE 1



Upon approval of the proposed reorganization by the UNC Board of Governors, and after internal approvals of the Department of Criminal Justice reorganization with the Harriot College of Arts and Sciences (expected to be completed in early fall semester 2015), final dissolution of the College of Human Ecology will occur.

Rationale for Proposed Reorganization

The proposed reorganization addresses the UCFS recommendation to "evaluate consolidation or combination of colleges to reduce the number by at least one." This proposal originated from earlier work of ECU's Program Prioritization Committee in 2011-12, in which a comprehensive study including three university forums and an electronic survey resulted in seven reorganization scenarios. One scenario that appeared to provide significant opportunities for collaboration in instructional, research,

and service programs, while posing the least disruption, involved academic disciplines presently organized as the College of Human Ecology.

Following the institution's review process described below, faculty in these academic programs chose to reorganize with four different colleges. We are convinced that this reorganization will result in more effective instructional, research, and engagement programs and support an important institutional goal to reduce administrative costs.

Specifically, we propose dissolving the College of Human Ecology, which is a reorganization that provides administrative cost savings that in the long-term outweigh the short-term expected levels of disruption. Total cost savings and more effective allocation of resources (estimated at \$300,000 recurring) will derive from the reduction of one dean position, reduction of one associate dean position, reallocation of one support position (to the expanding Pirate Tutoring Center), reallocation of one academic advisor (to the rapidly growing BS University Studies program), and \$30,000 in operating funds.

Internal Review Process

Employing ECU's comprehensive reorganization review process that provides substantial opportunity for self-determination, we are confident that the respective unit faculties have analyzed the strengths and weaknesses of the proposed reorganization and that their recommendations are both rational and reasonable.

Briefly summarized, the procedures entail direct involvement of all affected faculty members, comprehensive analysis of academic and curricular implications, recommendations of relevant unit and university administrators, the institution's Educational Policies and Planning Committee, the Faculty Senate and approval by the Chancellor.

A detailed description of the ECU process for organizing into academic code units and for making changes to existing code units is described in the *Faculty Manual*, Part IV, sections I and II [see <http://www.ecu.edu/cs-acad/fsonline/customcf/currentfacultymanual/part4.pdf>]. Relevant provisions state, in part:

ECU uses the expression "code unit" to refer to a department, school or college whose operations are governed by a unit code. Differences between unit codes arise because of the subject matter and research methods of different code units. These differences require unique procedures that govern teaching, research, service and other assignments as well as the specific code unit's criteria for appointment, reappointment, promotion and tenure, for example. The unit code document is created by a group of faculty members and approved by the appropriate tenured faculty, the Unit Code Screening Committee, the Faculty Senate, and the Chancellor.

In addition to creating new code units, some of the changes to existing code units that proposals may address include but may not be limited to:

- a. dissolving a code unit without terminating the employment of the faculty members in the unit,
- b. dividing a code unit into two or more code units,
- c. merging a code unit with one or more other units,
- d. moving a code unit to another school or college, or any combination of the above.

Changes in all code units will not be implemented until the faculty members in the units affected and the Faculty Senate have the opportunity to recommend to the Chancellor approval or disapproval of the proposed changes as originally presented or as amended by the affected units or the Faculty Senate.

Impact on Academic Programs and Faculty Support

The proposed reorganization was thoroughly reviewed in accordance with established institutional policies and approved by all appropriate campus bodies. Numerous university offices will begin a planned transition of all academic records this summer, with full implementation expected to take approximately one year.

1. The Department of Nutrition Science will move from the College of Human Ecology to the College of Allied Health Sciences, a program realignment long planned and independent of the dissolution of the College of Human Ecology. UNC-GA was notified of this move on February 19, 2015. The Department of Nutrition Science houses the following degree programs:
 - BS in Nutrition and Dietetics (CIP 51.3101.027.000)
 - MS Nutrition (CIP 19.0501.123.000)
2. The School of Hospitality Leadership will move from the College of Human Ecology to the College of Business. The School of Hospitality Leadership will continue to house the following programs:
 - BS in Hospitality Management (CIP 52.0901.027.000)
 - Post-baccalaureate certificate in Hospitality Management (CIP 52.0901.501.000)
3. The School of Social Work will move from the College of Human Ecology to the College of Health and Human Performance. The School of Social Work will continue to house the following programs:
 - BSW in Social Work (CIP 44.0701.043.000)
 - MSW in Social Work (CIP 44.0701.138.000)

- Post-baccalaureate certificate in Substance Abuse (CIP 51.1501.501.000)
 - Post-baccalaureate certificate in Gerontology (CIP 30.1101.501.000)
4. Department of Child Development and Family Relations will move from the College of Human Ecology to the College of Health and Human Performance. (Note that the department also is requesting a name change to the Department of Human Development and Family Science). The department will continue to house the following degree programs:
 - BS in Birth-Kindergarten (B-K) Teacher Education (CIP 13.1209.027.008)
 - BS in Family and Consumer Sciences Education (CIP 13.1308.027.028)
 - BS in Family and Community Services (CIP 19.0707.027.000)
 - BS in Child Life (CIP 19.0706.027.000)
 - MAEd in Birth through Kindergarten Education (CIP 13.1209.104.408)
 - MAEd in Family and Consumer Sciences Education (CIP 13.1399.104.428)
 - MS in Child Development and Family Relations (CIP 19.0707.123.000)
 - MS in Marriage and Family Therapy (CIP 51.1505.123.000)
 - PhD in Medical Family Therapy (CIP 51.1505.404.000)
 5. The Department of Interior Design and Merchandising will move from the College of Human Ecology to the College of Health and Human Performance. The department will continue to house the following degree programs:
 - BS in Merchandising (CIP 19.0901.027.000)
 - BS in Interior Design (CIP 50.0408.027.000)
 6. The Department of Criminal Justice is completing approval of all required steps for reorganization contained in Part IV of the ECU Faculty Manual, including approval of the Provisional Code by the Chancellor, for moving from the College of Human Ecology to the Harriot College of Arts and Sciences. The department will be the only unit remaining in the College of Human Ecology at the beginning of fall semester 2015. The department houses the following degree programs:
 - BS in Criminal Justice (CIP 43.0104.027.000)
 - MS in Criminal Justice (CIP 43.0104.123.000)
 - PB Certificate in Criminal Justice Education (CIP 43.0103.501)

Implementation Plan for Reorganization of Colleges and Associated Academic Programs

Representatives of the Office of the Provost including personnel administration, the office of the registrar, and academic program planning and development outline three phases for effective implementation of the proposed changes:

Phase 1

Move of the Department of Nutrition Science to College of Allied Health Sciences approved by the chancellor earlier this year will be reflected in 2015-16 catalog.

The ECU Academic Program Inventory will reflect changes in home colleges when the reorganization of colleges and dissolution of the College of Human Ecology is approved by the chancellor, the ECU Board of Trustees, and the UNC Board of Governors.

Preliminary reassignments of affected faculty and staff will be effective July 1, 2015, with final reassignments contingent on Board of Governors' approval of the dissolution of the College of Human Ecology.

Phase 2

On the July 1 publication date, the 2015-16 university catalogs will include information on the proposed relocation of academic programs as follows:

1. Above the College of Human Ecology section in the catalog, a statement that "Academic Units within the College of Human Ecology are in the process of reorganizing with proposed changes as follows [a table showing the approved relocations]. All academic degree and certificate offerings are available and will continue through the proposed reorganization. See the 'What's New' section of the catalog for updates."
2. Catalog will identify William Downs as the Acting Dean, College of Human Ecology

Phase 3

With final approval of the UNC Board of Governors to dissolve the College of Human Ecology, work will continue to implement the changes in multiple databases including course scheduling software, Degree Finder, Degree Works, and Applications to ECU. The following list identifies affected procedures and the changes needed to implement program relocation prior to the start of the effective semester:

- Registration restrictions on existing course sections for the term (if sections have already been created), for the new college, program, major, concentration codes
- Registration restrictions on courses at the catalog level in Banner.
- Major, degree, college information for all students pursuing degrees within CHE (declared and intended) on each student record.
- Revision of all affected program codes in Banner (Banner tables that feed to all other forms).
- Update of all CHE faculty and advisors college/home department information in Banner.
- Update programming in Degree Works for each program/ major, concentration, to look for both the old and new codes.

- Update Degree Explorer information to provide accurate searches and current information
- Revise recruitment materials to reflect reorganization
- Revise undergraduate and graduate admissions applications
- Campus websites that reference the affected units (including ECU Home Page)
- Faculty information in Acalog (custom page, so requires manual updates)
- IPAR reports, and all ecuBIC reports that pull information based upon college or departmental codes (IPAR, Registrar, Admissions, Graduate School, College reports)
- Student Data Mart (GA)
- Human Resources Data Mart (GA)
- Campus Maps

Redistribution of Resources

To prepare for continuity of operations until the planned dissolution of the College of Human Ecology is final, the Provost will allocate resources effective July 1, 2015. Resource allocation decisions are based upon existing resources, the percentage of faculty members in each respective academic unit, and the strategic directions of each college. Resources are subject to State of North Carolina, University of North Carolina, and East Carolina University policies and regulations. Until such time as facilities and space for physical relocation of affected academic units become available, all reorganized entities will remain in current assigned facilities.

Conclusion

Academic reorganization is challenging and can be disruptive to the lives of faculty and students; thus, the goal to achieve program effectiveness and administrative efficiencies must be accomplished with appropriate sensitivity and flexibility. ECU's inclusive and transparent process for achieving the proposed reorganization of units within the College of Human Ecology will stimulate collaboration and new synergies within instruction, research, and outreach programs, as well as provide important administrative cost savings. Once the organizational transition is completed, East Carolina University will be a significantly stronger institution of higher education.

Chief of Staff, Dr. Chris Locklear

Date _____

East Carolina University Organizational Chart



East Carolina University

Division Name Change Proposal

The Division of Research & Graduate Studies to

The Division of Research, Economic Development, and Engagement (REDE)

Approved by ECU Board of Trustees, July 17, 2015

Recent History. Dr. Ron Mitchelson served as Interim VC for the Division of Research and Graduate Studies (and Chief Research Officer) between May 2012 and June 2014. During that time the Division was home to three primary administrative units: Research Infrastructure (OSP, OGC, IRB, IACUC, Research Compliance, Office of Undergraduate Research), Economic Development (OIED including technology transfer, community and regional development, entrepreneurial initiative, SBTDC, industrial cluster development, and ORNC), and the Graduate School. Effective July 1, 2014 Ron Mitchelson assumed the Provost position and Senior VC for the Division of Academic Affairs. Also effective July 1, 2014, interim Associate VC Michael Van Scott, within the Division of Research and Graduate Studies, became ECU's Chief Research Officer (CRO). The VC position within Research and Graduate Studies (RGS) has remained open since July 1, 2014. This has provided an interim (ad hoc) structure. While the Research Infrastructure portion of RGS has reported to CRO Van Scott during the past year, the Economic Development portion has reported to Provost Mitchelson, and the Graduate School has reported to Academic Council.

Divisional Proposal. Having worked with the interim (ad hoc) structure described above and in effect at ECU since July 1, 2014, Academic Council recommends a small adjustment to the current interim academic structure (see graphic portrayal of the proposal on the next page). First, the important relationship between research and economic development must be recognized and strengthened. Second, the current UCFS Work Group examining the structural location, resources, and organization of the Office of Public Service and Community Relations (OPSCR) will recommend movement of that Office to report to the VC for Research and Economic Development. Third, because the presence and the importance of graduate programming spans Academic Affairs, Health Sciences, and Research, Academic Council recommends that the Dean of the Graduate School should report to the three vice chancellors that comprise Academic Council. While key decision-making and authority would be delegated to the Graduate School Dean from Academic Council, the budget and personnel administration of the Graduate School would reside within existing administrative capacity of Academic Affairs.

Therefore, Academic Council recommends a new label for the restructured Division: The Division of Research, Economic Development, and Engagement (REDE). This new structure will emphasize the

importance of research and its application to benefit communities and corporations across our region and North Carolina. In all cases, we expect students at undergraduate and graduate levels to be involved with this integrated effort. Given our commitments to student success, public service, and regional transformation, the reformation of this Division (in the manner being recommended) provides appropriate visibility and integration of key offices. As such, the remodeled Division serves to span the entire University and should report to the Chief Research Officer, at the Vice Chancellor level. This is a very common structure among American universities and certainly within the UNC System. This structural configuration maximizes research impact and the potential for growing non-state revenues while maintaining administrative efficiency. Please note that this proposed divisional adjustment will require endorsement by ECU BOT and approval by UNC BOG. AC recommends consideration at the July (BOT) and August (BOG) meetings.

