

Ad Hoc Committee on College Reorganization

Final Report

May 2011

Background and Charge to the committee

Prior to 2006 California State University Stanislaus had three colleges: the College of Arts, Letters, and Science (ALS); the College of Business Administration (CBA); and the College of Education (CoE). Of these, the College of Arts, Letters, and Science was by far the largest. During the 2005/6 academic year a proposal was made and studied to replace the College of Arts, Letters, and Science with four smaller colleges: the College of the Arts (CoA), the College of Human and Health Sciences (CHHS), the College of Humanities and Social Sciences (CHSS), and the College of Natural Sciences (CNS). At that time the pedagogical and administrative reasons for making the change were viewed as more important than the extra costs which would be incurred by administering six college offices rather than three.

Following the reversal in the university's budget situation, which resulted from the State of California's own budget crisis starting in 2009, the University Budget Advisory Committee (UBAC) made several recommendations. In recommendation 10, UBAC recommended that “the President constitute a committee, as specified in the Academic Reorganization Policy, to explore the financial and pedagogical impact of combining two or more of the current colleges”. The Ad Hoc Committee on College Reorganization¹ was formed at the end of the Fall 2010 semester charged with addressing recommendation 10.

During the Spring 2011 semester, following a preliminary report to the Provost which indicated that significant saving were indeed possible, the Ad Hoc Committee was further requested to develop proposals for reorganizing the colleges on campus.

Committee activity

The committee's activities have been divided into two phases. From its formation until April 2011 it attempted to estimate the cost benefit of reducing the number of colleges by one, possibly two. Budgetary information was available from the Provost's Office (the Budget Analyst in the Provost's Office was a member of the committee). College representatives on the committee also consulted with their respective Deans to elicit information on the impact of reorganization on College operations. On April 7th 2011 Dr. Stephen Thomas (at that time the committee chair) sent a memorandum to the Provost indicating that the committee “does recommend making a proposal to increase administrative efficiency by reorganizing the colleges.” The committee then moved to the second phase of its operation, to develop one or more proposals for further consideration.

¹ In the Academic Reorganization Policy the term “reorganization” is defined to also include restructuring.

During its second phase the committee solicited information from members of the campus community to share their views on what any proposal should look like, including the option of keeping the existing college structure. Information was collected in three ways: committee representatives from each of the six colleges contacted the respective department chairs for departmental input; a survey was developed and distributed to all members of the campus community for individual feedback; and a campus wide forum was held on May 19th 2011.

As a result of its activities, the ad hoc committee proposes further consideration of the alternative college structures listed below. All of these proposals should be evaluated for their pedagogical implications beginning in the Fall 2011 semester by a separate committee² yet to be formed per the Academic Reorganization Policy. In this report we discuss the financial implications; make proposals for consideration as possible college structures; and finally pass on to that committee some comments, concerns, and issues that have been raised during the course of our deliberations.

Financial findings

The recommendation in its April 2011 report to the Provost was based on a realistic expectation that college reorganizing would result in appreciable cost savings. The precise dollar amount is impossible to determine, there are too many variables involved, and below we give an estimate with a very large uncertainty. Financial data supplied by the Provost's Office suggests the estimate is consistent with the extra costs associated with the previous reorganization.

The principal cost saving by reducing the number of colleges by one comes from the loss of one position at the Dean's level. However, this savings also has the largest uncertainty. In the event that the Dean leaves the university his/her entire salary and benefits can be recovered. We estimate that figure to be in the neighborhood of \$200,000³. However, if the Dean exercises his/her retreat rights, then the savings would be much smaller. If we assume that the person exercising retreat rights changes to a 10-month faculty appointment, then the direct savings would be 1/6th of that figure, that is about \$33,000. However, the department within which the Dean has retreat rights would now have one extra full time faculty member, and so not require 24 WTU of temporary faculty teaching. At \$1,500 per WTU this corresponds to \$36,000. We therefore put the savings from the loss of the Dean position at between approximately \$70,000 and \$200,000.

The loss of one College would also mean the loss of staff positions. It is reasonable to assume that both a College Budget Analyst and College ASA position would be eliminated. However, "bump" rights would mean that the cost savings would occur elsewhere on campus, possibly at a lower figure. We estimate the saving to be in the range \$60,000 to \$80,000.

The last identifiable cost savings, and the smallest of the three, comes from the operating

² hereafter referred to as the Fall committee

³ Assuming a benefits package equal to 36% of salary

expenses for the College Office, estimated to be in the range \$10,000 to \$15,000.

There are also some potential adjustments to the figures. It is reasonable to assume that one or more Associate Deans will be needed. This would be particularly true if two programs (or a program and a college) which both require accreditation are now in a single college. One Dean would not be expected to be able to handle both accreditation procedures. If we assume that the Associate Dean position is filled with a half time faculty appointment (12 WTU), the cost of hiring temporary faculty to teach those classes would be approximately \$20,000.

Taking all the above points into consideration we estimate that the elimination of one college would yield an ongoing cost saving of between \$125,000 and \$300,000.

Finally, even though there is expected to be an ongoing financial benefit, there will also be a one-time cost to making the transition to fewer than the current six colleges.

Comparison with previous college reorganization

When the College of Arts, Letters, and Sciences was split into four smaller colleges it was recognized that there would be extra administrative costs involved. The original proposal assumed that each of the new colleges would require a Dean and single staff member, with a estimated annual cost of approximately \$300,000. Further deliberation increased that estimate to include a budget analyst for each college, and an Associate Dean in the largest college (CHSS). That increased the estimate to between \$600,000 and \$1,000,000 per annum.

After four years of operation under the new college structure actual financial information is now available for comparison with the estimates above. Data from the period before and after the 2006 reorganization show an expected increase in the administrative costs. Part of this increase has to be attributed to inflation. Fortunately one college (CBA) was not affected by the previous reorganization, and so the increase in its administrative costs can be used to gauge the inflation rate which might have been expected for ALS had it not been eliminated. If this inflation increase is subtracted from the actual increase in administrative costs, then reorganizing from three to six colleges has incurred an extra annual administrative cost of about \$600,000. This is about \$200,000 per extra college, a figure which is consistent with our estimate of the range of cost savings which could be expected if the number of colleges on campus is reduced by one.

Committee charge and caveat

The ad hoc committee was charged with developing one or more proposals for further consideration by a separate committee in the Fall 2011 semester. Various proposals are presented later in this report, together with some issues that have been raised. However, this committee did not attempt to evaluate the relative merits and demerits of the proposals, nor even to determine that the university should change its current college structure. We present our proposals as ideas worthy of further discussion, no more.

The ad hoc committee also did not consider any changes to the existing departments and programs. Whilst we present examples which re-distribute the departments within a reduced college structure⁴, the same 29 departments are in all proposals. Combining departments might also be viewed as a cost saving measure, but that is outside the charge of this committee.

In summary, we are not suggesting that we should reduce the number of Colleges; we are not evaluating the merits of any structure or structures; we are not making any recommendations about action to be taken; and we are not considering any changes to departments or programs.

Proposals

The ad hoc committee makes the following proposals for college structures. As discussed above it does not make any recommendation as to which of these proposals is preferable. Each is a framework for housing departments and programs, which we have intentionally left unfilled. The decision as to which department or program goes in which college should be made principally by the departments and programs. Some possible examples are given in the appendices.

1. The current 6 college structure

The first proposed structure is tantamount to proposing that the UBAC recommendation to reduce the number of colleges not be pursued any further. The six existing colleges would remain as currently constituted.

1. College of the Arts
2. College of Business Administration
3. College of Education
4. College of Human and Health Sciences
5. College of Humanities & Social Sciences
6. College of Natural Sciences

2. A 5 college structure

In this proposed structure the number of colleges is reduced by one by eliminating the College of the Arts, and redistributing departments in the College of the Arts, the College of Humanities & Social Sciences, and the College of Human and Health Sciences to form two new colleges; one with a focus on Art and humanities, and one with a focus on social and behavioral science.

1. College of Arts and Letters
2. College of Business Administration

⁴ Plus the existing college structure

3. College of Education
4. College of Social and Behavioral Sciences
5. College of Natural Sciences

3. An alternative 5 college structure

In this proposed structure the number of colleges is reduced by one by eliminating the College of the Human and Health Sciences, and redistributing departments into the College of Humanities & Social Sciences, the College of Education (to be renamed), and the College of Natural Sciences.

1. College of the Arts
2. College of Business Administration
3. College of Professional Studies
4. College of Humanities & Social Sciences
5. College of Natural Sciences

4. A 4 college structure

If both the College of the Arts and the College of the Human and Health Sciences are eliminated, and their departments redistributed to other colleges then a four college structure can be obtained.

1. College of Business Administration
2. College of Professional Studies
3. College of Arts, Humanities & Social Sciences
4. College of Natural Sciences

Issues for further consideration

Although the ad hoc committee has not attempted to evaluate any of the above proposals it has accumulated a list of issues which need to be part of the evaluation process. Many of these were brought up at the open forum, others through the survey or from talking to department chairs. We pass these concerns and comments on to the committee which will be evaluating these proposals during the 2011-12 academic year.

1. The evaluation process needs to be deliberate. The Academic Reorganization Policy calls for review of a proposal to be completed in eight weeks. However, we are putting forward more than one proposal, and more time will be needed for a thorough review of all of them.
2. The evaluation process should carefully consider the long term view. The UBAC

- recommendation to consider college reorganization results from a drastic change in financial circumstances since the last reorganization. It is reasonable to assume that the current crisis will at least diminish over time, and the final plan should meet the needs of the campus both during these troubled times and in the future when conditions improve.
3. Financial considerations should not be the only, or even the dominant, factor in deciding whether to reorganize or not.
 4. Resource issues described by departments in the College of the Arts would be lessened by including these departments in a larger college.
 5. Pedagogical considerations are the most important.
 6. Programmatic links between Art and Communication Studies and between English and Theatre have been brought forward.
 7. Psychology has a natural science concentration which links that program with CNS, but the link is less clear for the Child Development Program.
 8. Action/recommendations should only follow meaningful consultations with the Deans of the colleges, with departments, with individual faculty members, and with staff.
 9. UBAC and the Fall committee might consider retaining the current six colleges, but with shared resources. For example, two colleges might share a budget analyst. It might be possible for two colleges to share a Dean. Sharing resources rather than reorganizing would make reverting back to the current structure easier, if that becomes the long term plan for the campus.
 10. Accreditation will be an issue, with more than one instance where it needs to be discussed.
 1. The College of the Arts commented that having all three departments credentialed is important to them. If they are to become part of a larger college then a School of Fine Arts within that college might be one solution to maintaining their identity as a credentialed group of departments.
 2. One proposed structure could result in Nursing and the College of Education becoming a new College of Professional Studies, with separate credentialing requirements.
 11. There are potential workload issues for staff, who need to be consulted. Although the Academic Reorganization Policy does not call for a staff member, we strongly recommend that the Provost, the Speaker of the Faculty, and the Committee on Committees consider adding a staff member.
 12. In the last few years there has been considerable turnover in the Dean positions. Replacing Deans on a continual basis is expensive. It would not be in the interests of the campus to proceed with reorganization if it exacerbates this problem.
 13. CNS has indicated that there might be problems regarding assigned time. CNS has eliminated assigned time as a cost saving measure in previous rounds of budget reduction, whereas there is still existing assigned time in the department which might be moved into CNS.
 14. Any reorganization will affect committee membership.
 15. This report contains summaries of the responses that were obtained through the survey and the open forum. More detailed accounts of those responses are being retained, and

can be made available to the Fall committee for their consideration.

Committee Membership

Dr. Harold Stanislaw, College of Human and Health Sciences
Dr. Keith Nainby, College of Humanities and Social Sciences
Dr. Angel Sanchez, Office of Institutional Research
Dr. Halyna Kornuta, Associate Vice President for Academic Affairs
Mr. Lee Renner, Sr. Dir., Retention & Advising
Ms. Wendy Miller, Office of Faculty Affairs
Dr. David Lindsay, College of Business Administration
Dr. Susan Neufeld, College of Education
Mr. Gary Torngren, Sr Budget Analyst, Academic Affairs
Dr. Stephen Thomas, College of the Arts and Committee chair (until April 2011)
Dr. Roxanne Robbin, College of the Arts (since April 2011)
Dr. Ian Littlewood, College of Natural Science (and Committee chair since April 2011)
Mr. Mehran Khodabandeh, Associated Students
Ms. Cheryl Cone, Administrative Assistant

Appendix 1
The current six college structure

College of the Arts Art Music Theatre	College of Business Administration Accounting & Finance Computer Information Systems Management, Operations, & Marketing
College of Education Advanced Studies in Education Kinesiology Liberal Studies Teacher Education	College of Human and Health Sciences Nursing Psychology and Child Development Social Work
College of Humanities & Social Sciences Agricultural Studies Anthropology and Geography Communication Studies Criminal Justice Economics English Ethnic and Gender Studies History Philosophy and Modern Languages Politics and Public Administration Sociology	College of Natural Sciences Biological Sciences Chemistry Computer Science Mathematics Physics, Physical Sciences, and Geology

Notes:

- Adopting this structure is equivalent to rejecting the UBAC recommendation 10.
- Three colleges in this structure currently have only three departments, and one (CBA) could potentially be reduced to only two. However, the number of departments is not directly related to the number of majors.
- Even if this structure were to be retained some departments might still elect to join another college to the one in which they currently reside.

Appendix 2
Elimination of the College of the Arts

<p>College of Arts and Letters</p> <ul style="list-style-type: none"> Art Music Theatre Communication Studies English Philosophy and Modern Languages 	<p>College of Business Administration</p> <ul style="list-style-type: none"> Accounting & Finance Computer Information Systems Management, Operations, & Marketing
<p>College of Education</p> <ul style="list-style-type: none"> Advanced Studies in Education Kinesiology Liberal Studies Teacher Education 	<p>College of Social and Behavioral Sciences</p> <ul style="list-style-type: none"> Agricultural Studies Anthropology and Geography Criminal Justice Economics Ethnic and Gender Studies History Politics and Public Administration (CBA?) Sociology Nursing Psychology and Child Development Social Work
<p>College of Natural Sciences</p> <ul style="list-style-type: none"> Biological Sciences Chemistry Computer Science Mathematics Physics, Physical Sciences, and Geology 	

Notes:

- Elimination of the College of the Arts by combining it with the College of Humanities and Social Science (already the largest college on campus) would yield one very large college.
- Combining the Social Sciences and the Behavioral Sciences in one college reduces the disparity between college sizes.

Appendix 3
Elimination of the College of the Health and Human Sciences

College of the Arts Art Music Theatre	College of Business Administration Accounting & Finance Computer Information Systems Management, Operations, & Marketing
College of Professional Studies Advanced Studies in Education Kinesiology Liberal Studies Teacher Education Nursing	College of Humanities & Social Sciences Agricultural Studies Anthropology and Geography Communication Studies Criminal Justice Economics English Ethnic and Gender Studies History Philosophy and Modern Languages Politics and Public Administration Sociology Social Work
College of Natural Sciences Biological Sciences Chemistry Computer Science Mathematics Physics, Physical Sciences, and Geology Psychology and Child Development	

Notes:

- In this example, the three departments which currently make up CHHS would be distributed to three different colleges
 - Nursing to join the College of Education to form a new College of Professional Studies
 - Psychology and Child Development to join the College of Natural Sciences
 - Social Work to join the College of Humanities & Social Sciences

Appendix 4

Eliminating both the College of the Arts and the College of Health and Human Sciences

College of Business Administration Accounting & Finance Computer Information Systems Management, Operations, & Marketing Economics Politics and Public Administration	College of Professional Studies Advanced Studies in Education Kinesiology Liberal Studies Teacher Education Nursing
College of Arts, Humanities & Social Sciences Agricultural Studies Anthropology and Geography Communication Studies Criminal Justice English Ethnic and Gender Studies History Philosophy and Modern Languages Sociology Social Work Art Music Theatre	College of Natural Sciences Biological Sciences Chemistry Computer Science Mathematics Physics, Physical Sciences, and Geology Psychology and Child Development

Appendix 5

Eliminating both the College of the Arts and the College of Health and Human Sciences

<p>College of Business Administration</p> <ul style="list-style-type: none"> Accounting & Finance Computer Information Systems Management, Operations, & Marketing 	<p>College of Professional Studies</p> <ul style="list-style-type: none"> Advanced Studies in Education Kinesiology Liberal Studies Teacher Education
<p>College of Arts, Humanities & Social Sciences</p> <ul style="list-style-type: none"> Agricultural Studies Anthropology and Geography Communication Studies Criminal Justice Economics English Ethnic and Gender Studies History Philosophy and Modern Languages Politics and Public Administration Sociology Art Music Theatre 	<p>College of Sciences</p> <ul style="list-style-type: none"> Biological Sciences Chemistry Computer Science Mathematics Physics, Physical Sciences, and Geology Nursing Psychology and Child Development Social Work

Notes:

- This is a variation of the example in appendix 4.
- Suggested more than once in the survey responses.
- The current College of the Arts is merged into the College of the Humanities and Social Sciences.
- The current College of Health and Human Sciences is merged with the College of Natural Sciences. The word “Natural” is dropped from the college name.
- The departments in the College of Sciences no longer have a common identity.

Appendix 6

Eliminating both the College of the Arts and the College of Health and Human Sciences

<p>College of Business Administration</p> <ul style="list-style-type: none"> Accounting & Finance Computer Information Systems Management, Operations, & Marketing 	<p>College of Professional Studies</p> <ul style="list-style-type: none"> Advanced Studies in Education Kinesiology Liberal Studies Teacher Education Nursing Psychology and Child Development Social Work
<p>College of Arts, Humanities & Social Sciences</p> <ul style="list-style-type: none"> Agricultural Studies Anthropology and Geography Communication Studies Criminal Justice Economics English Ethnic and Gender Studies History Philosophy and Modern Languages Politics and Public Administration Sociology Art Music Theatre 	<p>College of Natural Sciences</p> <ul style="list-style-type: none"> Biological Sciences Chemistry Computer Science Mathematics Physics, Physical Sciences, and Geology

Notes:

- This is a variation of the example in appendix 4.
- The current College of the Arts is merged into the College of the Humanities and Social Sciences.
- The current College of Health and Human Sciences is merged with the College of Education to become the College of Professional Studies.