Report on
Academic Restructuring
Chairs’ Task Force
Final Recommendations to the Steering Committee

The Charge
Chancellor Anderson charged the Chairs’ Task Force (CTF) and the Faculty Task Force (FTF) with developing at least two organizational models for the Academic Affairs division to accomplish the following:

• Enhance interdisciplinary collaboration to facilitate UALR’s timely response to the changing needs of the city, state, and nation in terms of curricula, community engagement, and research.
• Implement an efficient academic structure that will result in cost savings allowing UALR to match available resources to strategic priorities.

Initial discussions focused on:
• Cost savings as both increased revenues (increased enrollment) and reduced expenses (lower administrative costs).
• Strategic alliances that promote both interdisciplinary cooperation and enhanced student interest.

Chairs’ Task Force
The Chairs’ Task Force was comprised of two chairs from each academic college. The chairs representing each college were elected by the chairs of that college. The members were:

Elizabeth Vaughn-Neely
Chair of Task Force
Chair, Department of Educational Leadership

Haydar Al-Shukri
Chair, Department of Applied Sciences

Mark Funk
Chair, Department of Marketing and Advertising

Jeffrey L. Hamm
Chair, Department of Accounting

Olaf Hoerschelmann
Director, School of Mass Communication
William H. Jacobson  
Chair, Department of Counseling, Adult and Rehabilitation Education

George H. Jensen  
Chair, Department of Rhetoric and Writing

John A. Kirk  
Chair, Department of History

Elizabeth Pierce  
Chair, Department of Information Science

Donna G. Quimby  
Chair, Department of Health, Human Performance, and Sport Management

James Michael Tramel  
Chair, Department of Construction Management and Civil and Construction Engineering

Sarah Beth Estes  
*Ex-Officio*  
Department of Anthropology and Sociology

**Process**  
The CTF decided to focus on reorganization at the macro-level. We began by exploring similarities across departments that might be developed into interdisciplinary programs and projects. Departments with faculty and programs that might complement each other were grouped into schools. The schools were then grouped into colleges.

The CTF discussed combining departments and programs but eventually decided that reorganization at the micro-level was premature. The reorganization of departments and programs (combining departments, eliminating departments, moving programs from one department to another) would be less likely to produce significant savings while also holding greater potential for being disruptive to faculty and students. We felt that micro-level changes like this would be better handled over the next year or so once the colleges are reconstituted and the respective deans are in place and, then, only after careful study.

For example, there has been some discussion of splitting programs within the Department of Counseling, Adult and Rehabilitation Education, which houses several graduate programs. Careful study of this department would have revealed that the MA in Adult Education and the MA in Counselor Education will undergo a substantial revision over the next several years. Further, these programs, which might seem unrelated at first glance, share several courses and faculty.
There has also been some discussion about eliminating the Department of Applied Science (DAS). The department is home to an MS and PhD in Applied Science, interdisciplinary degrees that explore intersections across bioscience, chemistry, physics, mathematics, statistics, astrophysics, computational science, environmental science, geophysics, material science, and nanotechnology. Its doctoral program has steadily increased from 15 students in 2000 to 107 in 2012, and its graduates have been successful in securing tenure-track jobs as well as research positions at Los Alamos National Lab, General Motors Research, and Bruker Instruments. If the department is eliminated, these growing programs will have to be administered in the dean’s office (this has not proven to be a successful model) or in an office with a full-time administrator, graduate coordinator, and staff (this would not seem to produce significant savings). At a time when graduate enrollments in most programs at UALR are declining, when an important part of UALR’s metrics will be derived from graduates of STEM programs, the recommendation to eliminate the Department of Applied Science and put its graduate program at risk, without accruing apparent savings, seems rash.

The CTF similarly agrees that discussions of splitting departments has been premature.

Thus, the CTF recommends a process where broader changes are implemented (organizing departments into schools and colleges) before a consideration of combining departments and moving programs. Decisions like this should only be made after meeting with the chairs and faculty of all departments affect by the change.

**Schools as the Organizing Principle**

To improve communication across academic units, the CTF recommends the implementation of “schools.”

Most of the university reorganization plans that the CTF reviewed created larger structures, that is, they combined colleges. The CTF chose to explore the smaller structure of schools for several reasons:

- Schools hold the potential for more cross-departmental collaboration,
- Schools would provide opportunities for sharing departmental resources, such as faculty expertise and administrative support,
- Schools would highlight university programs and strengths, thus supporting recruitment,
- Schools would provide naming opportunities.

While reorganizing departments under schools might seem to add an additional level of administration, this would not necessarily follow. The CTF believes that the schools could function as committees, with the chairs of each department as well as a faculty representative meeting on a weekly basis to discuss emerging programs and issues. With this approach, one of the chairs could serve as the chair of the committee.

The schools would not need to be within the university hierarchy, adding another level of administrative approval. In fact, the schools might prove to be a way to disrupt the hierarchical structure that has dominated universities since the middle ages.
**Academic Support Units**
The CTF also discussed the role and structure of campus services that support Academic Affairs. Although not an exhaustive list, these areas include the Graduate School, Extended Programs, International Students Office, Co-operative Education, etc. The CTF agreed that there exists much dysfunction in these areas. A thorough review of these units is recommended. In the models that follow, lines of reporting were changed for some areas (Cooperative Education, Extended Programs). The intent of these recommendations is to improve academic support services through review and realignment under the Provost’s Office.

**Specific Recommendations**
In addition to a broad reorganization of departments into schools and colleges, the CTF forwards the following general recommendations:

- Change the name of the Graduate School to the Office of Graduate Services
  - Make ORSP a separate unit
    - The Director of ORSP should report to the Provost
    - The Director of the Office of Graduate Services should report to the Provost
    - The functions of the current Graduate School should be audited to identify redundancy and move appropriate services to other units or to the departments.
  - The Director of Compliance should report to the Chancellor
  - The Graduate Institute of Technology should be housed in a College or School
- Make all academic programs report to the Office of the Provost
  - Extended Programs, STaR, Benton Center, and Accelerated Online Programs should report to the Provost
  - Cooperative Education, Internship, and Placement Office should report to the Provost
- Reduce or eliminate the Office of Development and University Advancement
  - Eliminate the position of Vice Chancellor of University Advancement
  - Reassign the current duties of the Associate Vice Chancellor of University Advancement to the Office of Development and Advancement
  - Reassign the Executive Director of the Alumni Association to the Office of Development and Advancement
  - Create a Center of Community Engagement that will include:
    - University District,
    - Children International,
    - Community Engagement, and the
    - University District Educational Network.
    - KUAR/KLRE
• Review the Office of International Student Services and the Study Abroad including recruitment, staffing, international visitors, and increased budget to address serious problems that are currently prevalent in the programs.

Three options for implementing these changes are presented in the following appendices.
Option A
Chairs’ Task Force

William H. Bowen School of Law

College of Business
   Department of Accounting
   Department of Economics and Finance
   Department of Management
   Department of Marketing and Advertising

College of Health, Education, and Community Studies
   School of Health
      Department of Audiology and Speech Pathology
      Department of Health, Human Performance, and Sport Management
      Department of Nursing
      Department of Counseling, Adult and Rehabilitation Education
   School of Education
      Department of Educational Leadership
      Department of Teacher Education
      Center for Applied Studies in Education
      Center for Gifted Education
      Center for Literacy
      Partnership for 21st Century Skills
   School of Community Studies
      Department of Criminal Justice
      School of Social Work
      Institute of Government
      Department of Psychology
      Department of Sociology and Anthropology
   Center for Community Engagement
      University District
      Children International
      Community Engagement
      University District
      Educational Network
      KUAR/KLRE

College of Arts, Humanities, Social Sciences, and Communications
   School of Arts
      Department of Art
      Department of Music
      Department of Theater Arts and Dance
   School of Humanities and Social Sciences
      Department of English
      Department of International and Second Language Studies
      Department of Philosophy
      Department of Political Science and International Studies
School of Communications
Department of Rhetoric and Writing
Department of Speech Communication
Department of Mass Communication

School of History and Archives
Department of History
Center for Arkansas History
Sequoyah National Research Center

College of Science, Technology, Engineering, and Math
Donaghey School of Engineering and Information Technology
Department of Computer Science
Department of Construction Management and Civil and Construction Engineering
Department of Engineering Technology
Department of Information Science
Department of Systems Engineering

School of Science
Department of Applied Science
Department of Biology
Department of Chemistry
Department of Physics and Astronomy
Department of Mathematics and Statistics
Department of Earth Sciences

Graduate Institute of Technology
NASA Programs
STRIVE
Arkansas Center for Earthquake Education and Technology Transfer
National Science Foundation Arkansas
Research “Accelerator”
Machine, Graphics, Electronic, and Design Shops
Nanotechnology Center

Extended Programs
UALR Benton

Donaghey Scholars Program
Option B
Chairs’ Task Force

William H. Bowen School of Law

College of Business
  Department of Accounting
  Department of Economics and Finance
  Department of Management
  Department of Marketing and Advertising

College of Health, Education, and Social Sciences
  School of Health
    Department of Audiology and Speech Pathology
    Department of Health, Human Performance, and Sport Management
    Department of Nursing
    Department of Counseling, Adult and Rehabilitation Education
  School of Education
    Department of Educational Leadership
    Department of Teacher Education
    Center for Applied Studies in Education
    Center for Gifted Education
    Center for Literacy
    Partnership for 21st Century Skills
  School of Social Sciences
    Department of Criminal Justice
    School of Social Work
    Department of Psychology
    Department of Sociology and Anthropology
    Institute of Government
    Department of Political Science and International Studies
    School of Mass Communication
    Department of Speech Communication
  Center for Community Engagement
    University District
    Children International
    Community Engagement
    University District
    Educational Network
    KUAR/KLRE

College of Fine Arts and Humanities
  School of Arts
    Department of Art
    Department of Music
    Department of Theater Arts and Dance
School of Humanities
  Department of English
  Department of History
  Department of International and Second Language Studies
  Department of Philosophy and Interdisciplinary Studies
  Department of Rhetoric and Writing

College of Science, Technology, Engineering, and Math
Donaghey School of Engineering and Information Technology
  Department of Computer Science
  Department of Construction Management and Civil and Construction Engineering
  Department of Engineering Technology
  Department of Information Science
  Department of Systems Engineering

School of Science
  Department of Applied Science
  Department of Biology
  Department of Chemistry
  Department of Physics and Astronomy
  Department of Mathematics and Statistics
  Department of Earth Sciences

Graduate Institute of Technology
  NASA Programs
  STRIVE
  Arkansas Center for Earthquake Education and Technology Transfer
  National Science Foundation Arkansas
  Research “Accelerator”
  Machine, Graphics, Electronic, and Design Shops
  Nanotechnology Center

Extended Programs
  UALR Benton

Donaghey Scholars Program
Option C
Chairs’ Task Force

William H. Bowen School of Law

College of Health, Education, Enterprise, and Global Studies
  School of Social Work and Health
    Department of Audiology and Speech Pathology
    Department of Health, Human Performance, and Sport Management
    Department of Nursing
    Department of Counseling, Adult and Rehabilitation Education
    School of Social Work
  School of Business
    Department of Accounting
    Department of Economics and Finance
    Department of Management
    Department of Marketing and Advertising
  School of Education
    Department of Educational Leadership
    Department of Teacher Education
    Center for Applied Studies in Education
    Center for Gifted Education
    Center for Literacy
    Partnership for 21st Century Skills
  School of Social Sciences and Global Studies
    Department of Criminal Justice
    Institute of Government
    Department of Psychology
    Department of Political Science and International Studies
    Department of Sociology and Anthropology
  Center for Community Engagement
    University District
    Children International
    Community Engagement
    University District
    Educational Network
    KUAR/KLRE

College of Arts, Humanities, and Communications
  School of Arts
    Department of Art
    Department of Music
    Department of Theater Arts and Dance
  School of Humanities
    Department of English
    Department of History and Archives
      Center for Arkansas History
    Sequoyah National Research Center
Department of International and Second Language Studies
Department of Philosophy and Interdisciplinary Studies

School of Communications
Department of Rhetoric and Writing
Department of Speech Communication
School of Mass Communication

College of Engineering, Information Technology, and Science
Donaghey School of Engineering and Information Technology
Department of Computer Science
Department of Construction Management and Civil and Construction Engineering
Department of Engineering Technology
Department of Information Science
Department of Systems Engineering

School of Science and Math
Department of Applied Science
Department of Biology
Department of Chemistry
Department of Physics and Astronomy
Department of Mathematics and Statistics
Department of Earth Sciences

Graduate Institute of Technology
NASA Programs
STRIVE
Arkansas Center for Earthquake Education and Technology Transfer
National Science Foundation Arkansas
Research “Accelerator”
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Extended Programs
UALR Benton

Donaghey Scholars Program