



TO: UALR Campus Community
FROM: Joel E. Anderson
RE: University Restructuring/Academic Affairs
DATE: October 17, 2013

Today with this memorandum I am announcing the new structure of the Academic Affairs Division at the University of Arkansas at Little Rock. This memorandum follows the one released on Tuesday, October 15, announcing the new administrative structure.

Highlights

As you will see in Provost Zulma Toro's recommendations to me for academic restructuring — the University of Arkansas at Little Rock [Preliminary Road Map](#)— a number of divisions have been moved under Academic Affairs, and we will have fewer colleges, some of which have been significantly reconfigured.

- The [academic colleges](#) were reduced in number from six to five: College of Business; College of Education and Health Professions; College of Arts, Letters, and Sciences; College of Social Sciences and Communications; and College of Engineering and Information Technology.
- The Vice Provost for Research will become the Vice Provost for Research, Innovation, and Economic Development.
- The position of Associate Provost for the Center for Arkansas History and Culture has been expanded to Associate Provost for UALR Collections and Archives, which will include the Ottenheimer Library, the Center for Arkansas History and Culture, and the Sequoyah National Research Center.
- The Associate Vice Chancellor for Academic Programs position will now include Institutional Effectiveness and bring together data management functions of the university.

Purpose

Provost Zulma Toro has articulated for UALR a vision of “becoming one of the top metropolitan, community-engaged, research universities among the 16 member states of the Southern Regional Education Board (SREB).” This vision statement has two virtues especially worth noting.

It is a vision that will stretch us. Across the SREB there are a number of excellent metropolitan research universities. In order to be among the best, we must improve our performance on student success measures. We will need to offer more academic programs, both graduate and undergraduate, that are nationally recognized. We will need an increasing number of faculty whose research is nationally competitive. We will need to increase our record as an engaged university.

It is also a vision that will enjoy credibility with state policy makers because state policy makers routinely use the SREB data for comparison purposes in virtually all educational policy matters.

After extensive consultation with members of the academic community and input from study committees as well as individuals—the process I outlined in my memorandum on Tuesday, October 15—Provost Toro has recommended a new structure that is thoughtfully aligned with our vision and unique strengths.

Implementation

Although the broad organizational decisions have been made, much important work remains to be done. While faculty have had significant opportunities to influence the restructuring outcomes, they will need to be more directly and immediately involved in the work that remains. Creating the structure is a big step, but only the first step. How we implement this structure is going to be the key to creating a new culture at UALR.

The provost has outlined a multi-phase implementation of reorganization within the Academic Affairs Division. It is my hope that the thought and planning devoted to the reorganization within colleges will be as significant as the work that has brought us to this point. For the new academic organizational structure to be successful, we will need the participation of all of the faculty and staff in each college.

The patterns for doing business within the newly configured colleges will need to be determined. We need new policies for team-teaching. We need new policies for creating and offering interdisciplinary programs. We need new policies for sharing resources across departments, which will include opening up new teaching opportunities for faculty. We need new policies for using faculty time more wisely so that we can be more student-centered and meet research goals.

These matters affect primarily faculty responsibilities, and there must be broad-based faculty participation in shaping the outcomes. The outcomes will be consequential to the work of faculty and the learning experiences of UALR students.

As I stated in my memo on administrative restructuring, I will submit the new organizational structure to the University of Arkansas Board of Trustees at the next Board meeting on November 22, 2013, which will take place on the UALR campus. December 1, 2013, would appear to be the most likely date for implementation of most changes in the administrative structure.

In the Academic Division, I would anticipate that most changes would occur next July 1, 2014.

Request for Acceptance and Cooperation

At this point, I am counting on everyone to embrace the new structure and make it work.

A university is a dynamic creation, always a work in progress. Although I am sure we will tweak the new structure in some ways and make specific changes from time to time as needed, I am confident as a result of our deliberations we have a new university structure that is better designed for confronting the realities of today's complex higher education environment.

Throughout the process participants have expressed a variety of differing opinions and preferences. The differences have been legitimate and reasonable. The final decisions were reached after consideration of all input. Probably none of them is favored by everyone in the university community, but each change enjoys substantial support. Now I ask that everyone accept the decisions and cooperate fully in their implementation.