

## Academic Organizational Design Task Force

### **Picture:**

For over a decade the campus has experienced declining enrollment. Departments and units consistently have had to cut to their budgets in response to unplanned declines in revenue. Due to the current operating expenses of the campus, the planned budget does not have the capacity to invest in our people or new opportunities.

Rather than reactively responding to shortfalls, we have an opportunity to make proactive decisions that benefit the campus as a whole. These decisions can create a future that allows for the investment of funds into new programs, positions and raises, and other innovative opportunities. In order to accomplish this, the campus must first fundamentally change how we operate.

As the Chancellor shared in her January Budget Guidance Memo, “We are at an important moment in IU South Bend’s history. We have an opportunity to re-imagine our campus – how we collaborate and operate – to best serve our students and our region.”

### **Purpose:**

The primary goal of the academic organizational redesign process is to recommend options for how we can "restructure schools and colleges to achieve administrative and operational savings" (Strategy #3 from the Chancellor’s budget memo). Once structural options are recommended, more detailed analysis of budget efficiencies for recommended structures will be conducted by additional groups (e.g., disciplinary faculty, deans, AVCs, budget office/VCAF) in coordination with this task force to inform a final decision on the optimal structure.

While this purpose is focused on schools and colleges, it is important to note that all campus divisions (such as Academic Affairs) are conducting a similar review of their administrative and operational structures with the goal of achieving budget savings.

### **Plan:**

The plan is to create a collaborative task force focused on developing potential plans for a new Academic Organizational Design for our campus.

This task force is being established to create opportunities for discourse and collaboration in reaching this goal. The charge of the Academic Organizational Design Task Force is **to recommend an organizational configuration for the academic schools and colleges that maximizes academic synergies (e.g. program, research, etc.) and shared efficiencies, while reducing overall administrative costs.** In other words, this means a structure with lower administrative costs including but not limited to leader salaries, stipends and release time.

The focus of this task force is ***not*** on the restructuring of curricula or academic programs, only on how schools/colleges are organized administratively (meaning lines of reporting and who to submit documents to). The Academic Master Plan process, mentioned in our strategic plan, will provide us with an opportunity to look collaboratively and holistically at our programs.

The Task Force will be guided by **seven primary principles:**

- Remain true to the mission, vision, and values of IU South Bend, including our student-centric and inclusive focus as a teaching institution serving our region
- Reflect faculty, student, and other stakeholder input and recommendations
- Improve student recruitment, persistence, belonging, and completion
- Enhance opportunities for interdisciplinary collaboration
- Create efficiencies that free up faculty and staff to focus on teaching, research, student support, and outreach
- Create structures that are simpler and more nimble so we can adapt as our region's needs change
- Result in administrative and operational budget savings

**Process:**

The process will involve the following steps:

- brainstorm possible organizational structures based on input the task force gathers from campus constituencies and a review of alternate structures at other universities
- develop proposals for two or more possible structures.

The Task Force membership will include the following:

- 6 faculty - one representative from each school/college and the Library (recommended by the Executive Committee of Senate)
- 2 Student representatives (recommended by SGA)
- 2 Staff representatives (recommended by Staff Council)
- 1 Academic Senate representative (recommended by Executive Committee)
- 1 Academic Affairs representative (recommended by EVCAA)

The Task Force membership will be jointly reviewed and approved by the EVCAA and Executive Committee of the Senate. The task force will be co-chaired by the Academic Affairs representative and one Faculty representative, also jointly agreed upon by the EVCAA and the Executive Committee of the Senate. In addition to the members of the group, the task force will have access to resource people from various offices to support their need for data and budgetary information.

Nominations will close on Wednesday, 03/30/22 at 5pm. Individuals may nominate others or self nominate. The willingness of nominees to serve will be confirmed prior to appointment.

As for the timeline, the remainder of the spring 2022 semester and this summer<sup>1</sup> should be used for examining our current organizational structures, researching other organizational models that will inform planning, and begin forming ideas for further exploration. Over the summer, the group also will need to develop a plan for engaging the campus in exploring possible synergies, generating ideas, and gathering input throughout the fall semester. This cross disciplinary feedback will be used by the task force to develop proposals for one or more possible structures. These recommended structures will be described in a draft report that will be shared for wider feedback as determined by the task force, as well as with the Academic Senate Executive

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<sup>1</sup> Those on 10 month contracts will receive a stipend for summer work.

Committee, the EVCAA, and the Chancellor. The final report of the task force will be presented to the Chancellor for consideration no later than January 31, 2023.

The final report should include:

1. an overview of the process used for idea generation, including brief descriptions of the models or ideas that were most inspirational.
2. an outline of possible models, how each of the models meets the seven primary principles, and the advantages and disadvantages of each to the extent possible during this phase of the process. Proposed models should include a list of disciplines (areas of intellectual inquiry) planned to be organized within each school/college.

### **Next Steps: Beyond the Charge of the Task Force**

Once an organizational structure has been approved by the Chancellor, which may include components of multiple models, there will be a second phase to this process focused on the organizational structure of departments, divisions, etc. *This is not included in the charge of this task force.* Instead, once the school/college structure is identified, a process will be developed for constituencies to recommend options for how we can “restructure/reduce the number of departments/units across campus to achieve operational savings” (Strategy #4 from the Chancellor’s budget memo). The ultimate goal will be to submit the new academic organizational structure through IU approvals in spring 2023, or as soon as is feasible, in order to reach a goal of putting the new structure in place for the Fall 2023 semester. Some aspects of implementation (e.g., PTR processes) may occur over a 12-24 month period; a timeline for these will be developed prior to Fall 2023.

(3/2022)