

# Academic Organizational Design (AOD) Task Force

## Charge:

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.



# Seven Guiding 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

# Task Force Membership

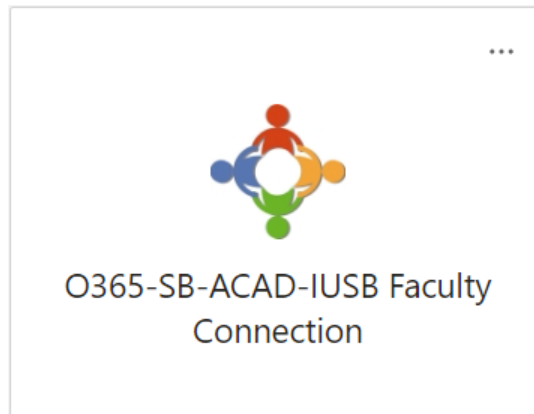
Jenny Deranek, Dwyer College of Health Sciences representative  
Karla Forsythe, Staff representative  
Christian Martinez, Student representative  
Doug McMillen, Co-chair & Academic Affairs representative  
Susan Moore, Raclin School of the Arts representative  
Scott Opasik, Schurz Libraries representative  
Anurag Pant, Leighton School of Business representative  
Tony Randles, School of Education representative  
Jason Resler, Co-chair & Senate representative  
Stephen Salisbury, Staff representative  
Kyoko Takanashi, College of Liberal Arts and Sciences representative



# Task Force Work

## Recent Activities

- Town Hall – Sept. 30<sup>th</sup>, 10:00 am – noon
- Town Hall – Oct. 25<sup>th</sup>, 10:00 am – noon
- Teams Site:

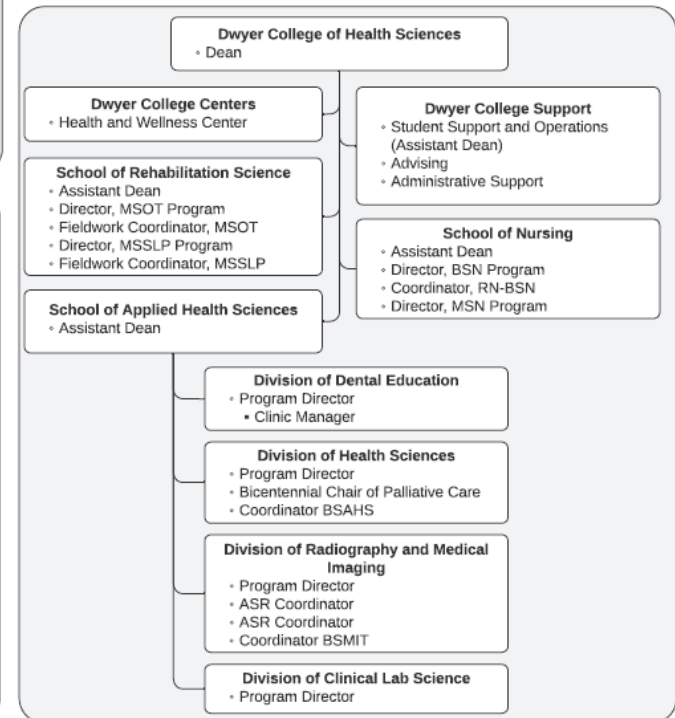
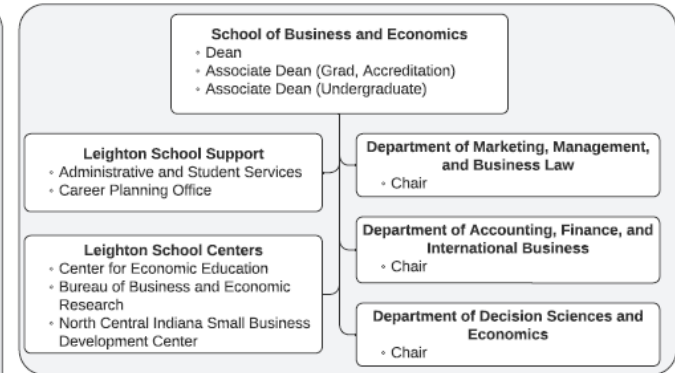
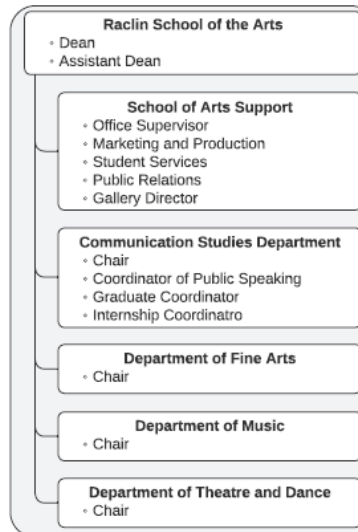
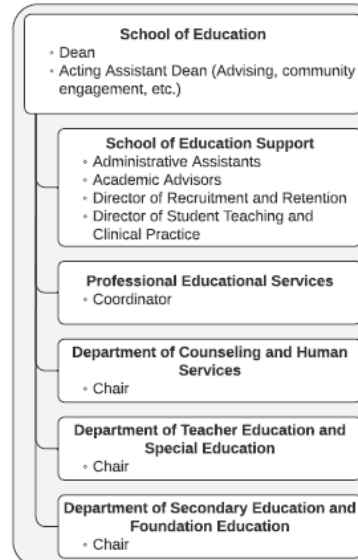
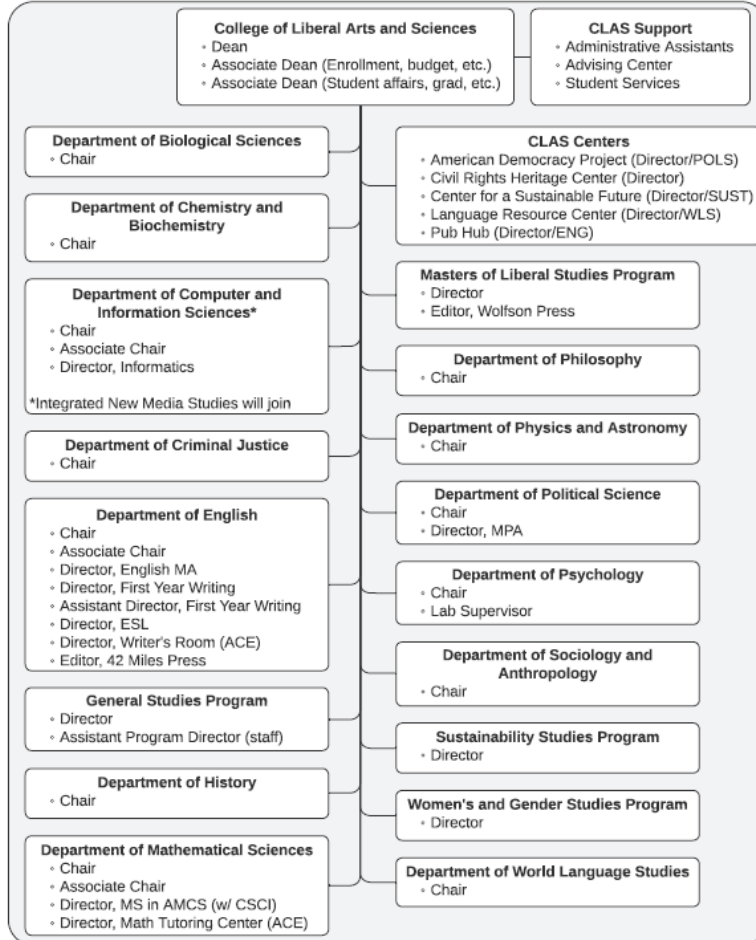


**Channel:** Academic Organizational Design (AOD)

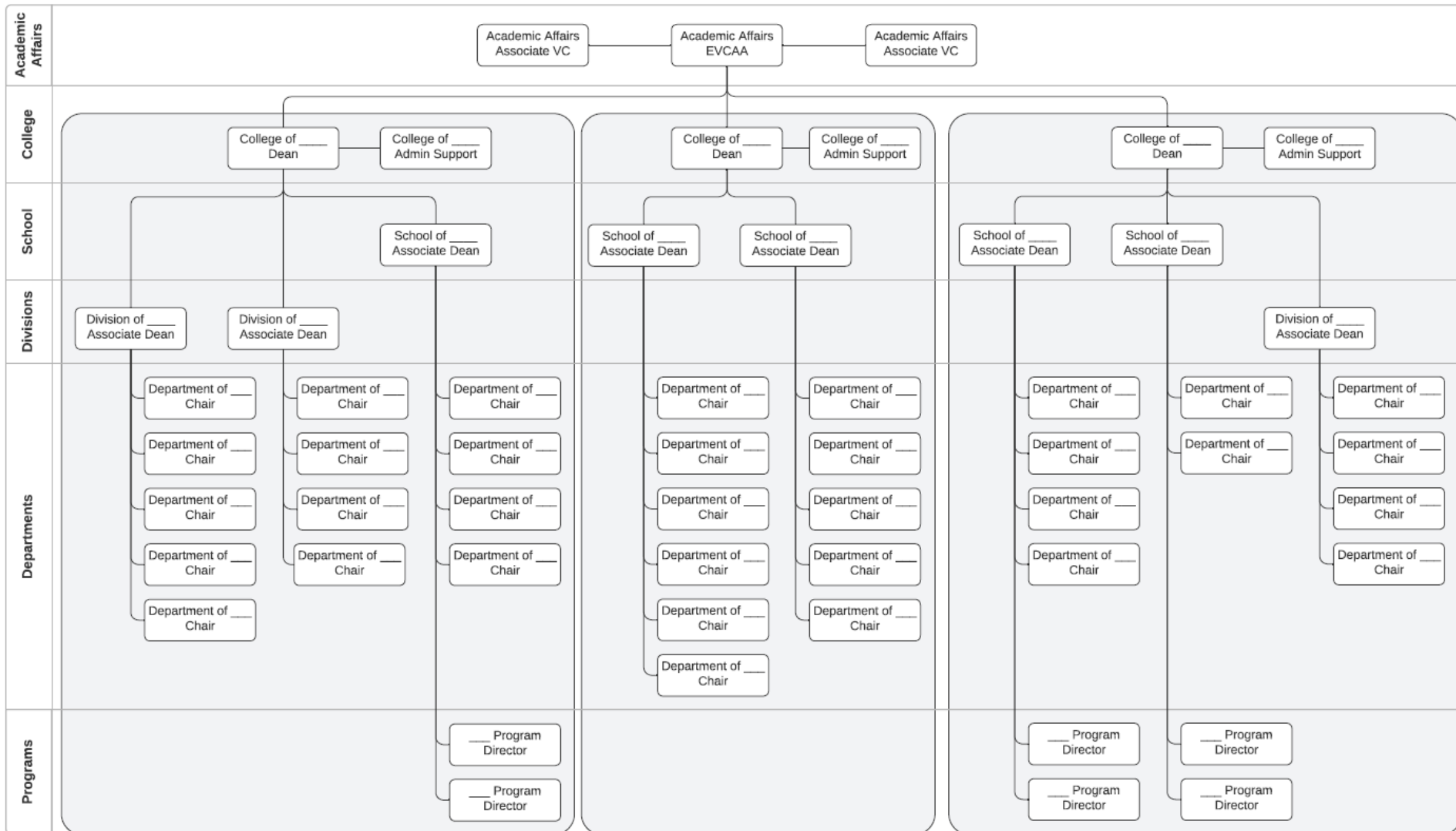
# IUSB College/School Administrative Structure

## Current IU South Bend Academic Organization Chart

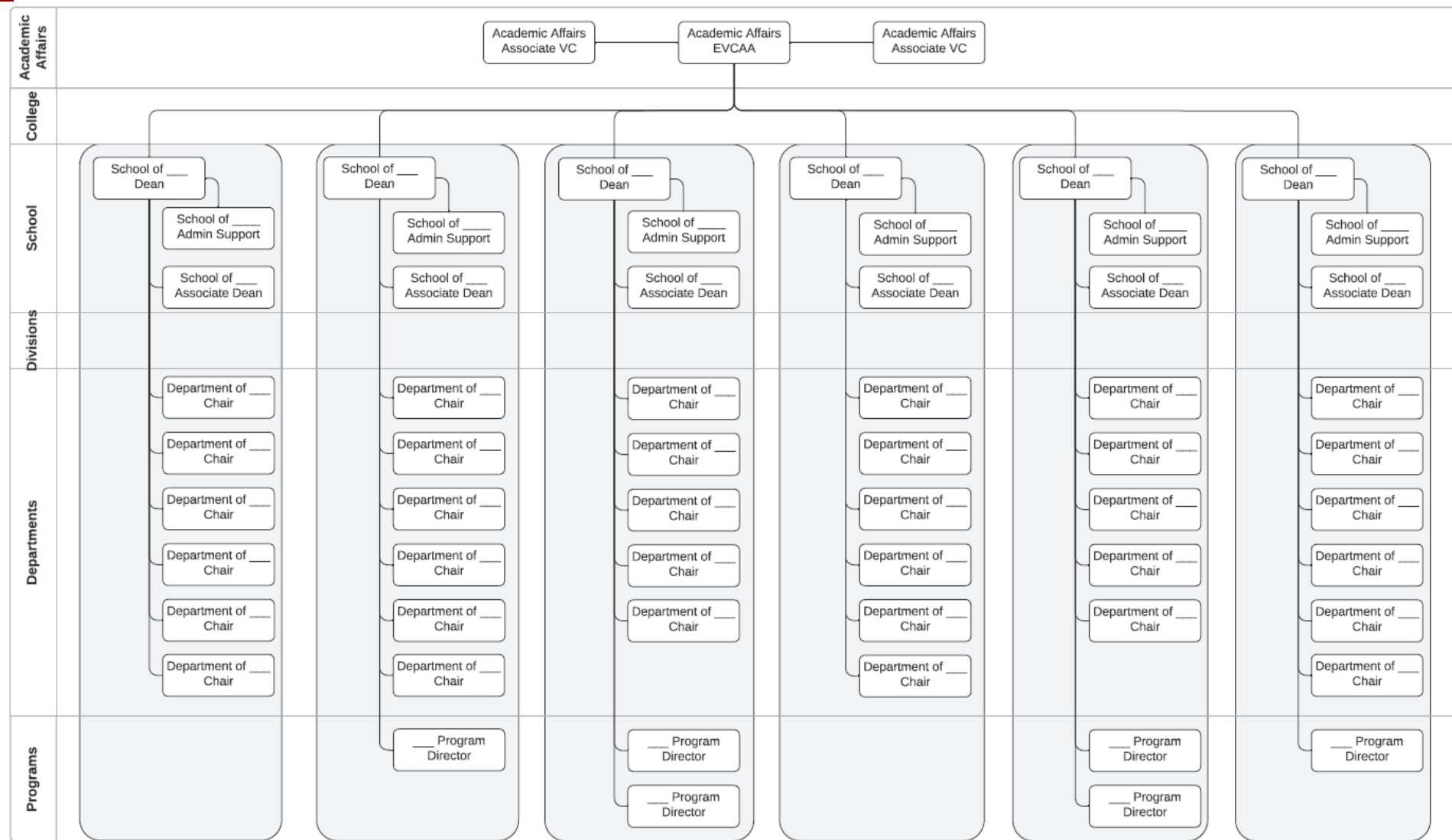
All college/school deans and library dean report directly to EVCAA (Academic Affairs)  
School of Social Work is not listed; SWK reports directly to IUPUI



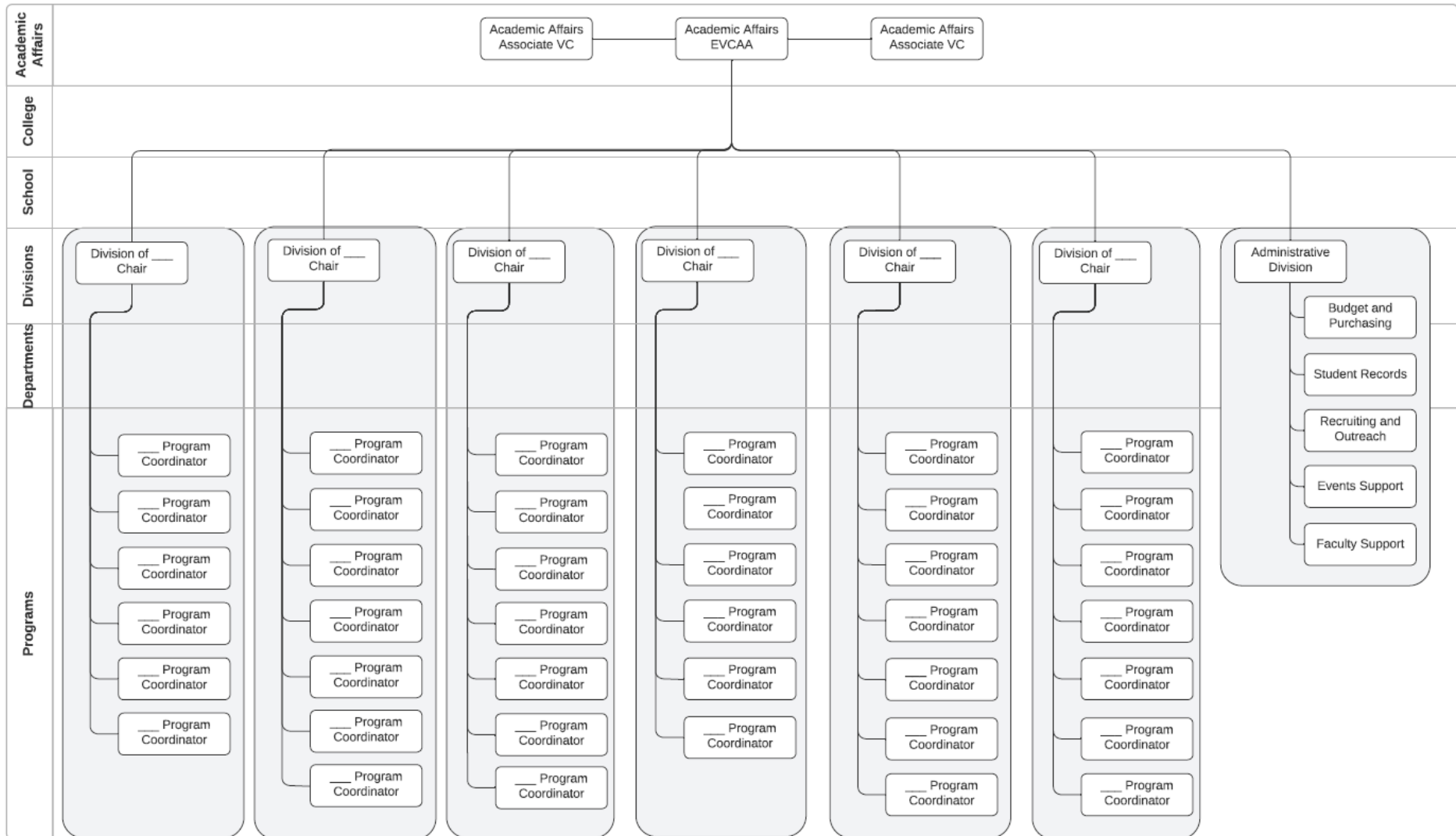
# Vertical Structure (-Model A-)



# Modified Horizontal Structure (–Model B–)



# Horizontal Structure (-Model C-)





# Prompting Questions

1. How might this model help or hinder us in the recruitment and serving of our students?
2. How might this model remove or present barriers to student success and completion?
3. How might this model help or hinder IU South Bend as a more student centric campus serving the needs of all students?
4. How might this model create opportunities for or present barriers to interdisciplinary collaboration?
5. How might this model help or hinder focus on teaching, research, student support, and outreach by faculty and staff?
6. How might this model create opportunities for or present barriers to future growth and adapting to our region's needs?
7. How might this model change long-standing modes of operation by either complicating them or improving them?
8. As you think more broadly about potential models, what are the top two or three factors/limitations the Task Force should consider in their proposals?

# Town Hall Broad Themes

- There is an expectation that there will be tangible benefits, including financial savings, from any reorganization.
- Most felt that the current structure functions well, especially when working with students within a unit.
- Challenges of the current model include competition between schools/colleges, barriers (silos) to cross-departmental collaboration, lack of support for interdisciplinary collaboration, and the difficulty of navigating differences when students move between units.
- Discussions of needed changes in policies and processes particularly student facing ones, were raised.
- The horizontal model C was not well received (too many divisions, too siloed, would create more competition for resources, and would be the most difficult to implement).

# Town Hall Broad Themes

- The position of Dean should be maintained.
- Administrative roles should be well defined, and compensation and titles for administrative positions should be adequate to ensure recruitment of candidates.
- The administrative staff division of model C generated discussion.
- There was some confusion over how staff positions and functions were represented in two of the models. This is because it was difficult to represent in a generic org chart given the diverse needs of units.
- Restructuring must consider the impact on named schools/colleges and accreditation.
- There is inequity within and between schools and colleges that needs to be addressed.

# Town Hall Broad Themes

- Faculty workload was a major concern, especially for tasks that faculty considered “administrative” or “bureaucratic.”
- Colleges are uneven in size, faculty strength, student populations, number of majors, endowments, and other resources.
- There is a need to enhance collaboration between units that are natural fits across schools.

# AOD Future Work

## November

- Review campus input
- Develop potential models
- Do a cost and benefit analysis within the parameters of the seven principles

## November/December

- Present proposed models at town hall (December 8, 10 am – noon)
- Review and revise models

## •January

- Present proposal to Senate for feedback/discussion
- Process/discuss input from Senate
- Completed Final revision of report
- Final Report - January 31<sup>st</sup>



# Discussion

