
JULY 2024 QUARTERLY AOD-I UPDATE Q & A

QUESTIONS FOR SENIOR ADMINISTRATION

Q: What is the communication chain from administrative levels above the college?

A: Communication chains have not drastically changed above the college level since the redesign, although different individuals and constituencies have.

In the past:

- Once a month, academic leadership across campus, including representatives of programs, departments, and centers met (previously called Academic Cabinet and now called Academic Council).
- Academic Affairs met weekly with all Deans and AVCs together and the President of Academic Senate was frequently a part of these meetings, when there were topics relevant to the role.
- Each Dean had monthly 1:1 meetings with the EVCAA.
- Information from these meetings was shared with the Chancellor during one-on-one meetings with EVCAA Pearson and, as appropriate, during Chancellor's Cabinet. Communications also flowed to IU through regular meetings of the Chancellor & EVCAA in the Regional Cabinet meeting, as well as other meetings all the EVCAAs in the Academic Leadership Council and various subgroups.

Following the redesign, Academic Affairs meeting frequency & meeting groupings were revised. Given the needs of the redesign and other strategic initiatives, the Deans requested and are scheduled for weekly 1:1 meetings with the EVC. Additionally, all group meetings follow a once per month schedule. The group meeting structures are as follows:

- [Academic Council](#)
- [Academic Cabinet](#)
- School Leaders & AVCs
- Interim Deans & EVCAA
- Interim Deans, AVCs Adaikkalavan & Davis, & EVCAA

Meetings outside Academic Affairs (e.g., Chancellor's Cabinet, other meetings within IU, etc.) are unchanged and information is shared up the chain as it has been in the past.

Q: What are the benefits of AOD that have accrued so far?

The AOD process has focused on three broad outcomes to support the campus as we navigate changing contexts in higher education: streamlining, synergy, and savings. With only 2.5 months in at the time of this response, some benefits have already been realized, but the expectation is that a greater number of benefits will be achieved over time.

Of course, none of the achieved or anticipated benefits would be possible without the engagement of faculty and staff in the shared governance practices during the development and implementation phases. As we move forward, we will continue to build on the foundations of shared governance practices and transparent decision-making as we continue to implement, evaluate, and expand on the redesign work done thus far.

Streamlining

More organizational and administrative efficiency means more time to be innovative. Workloads coordinated and shared across broader units (e.g. fewer committees).

- In the process of updating systems & files, many things have been cleaned up. AOD-I led to a great deal of ‘spring cleaning’ that was greatly needed, including updates to:
 - chart of financial accounts
 - old, unused edoc lines
 - org codes
- In our efforts to ensure the redesign led to streamlined workload and consistency, we are in the process of or have reimaged several processes & models, including:
 - Approval routing for curricular changes
 - Success Coach automatic notification of student eDrop requests allowing for earlier intervention and supports
 - Transparent compensation model for faculty administrative duties
 - Clarification of expectations & responsibilities for different academic roles (e.g., program leaders, department chairs, division heads, school leaders and deans)

Examples of streamlining anticipated ahead include:

- Streamlined committee service and fewer bureaucratic bottlenecks
- Clearly identified experts in policy and process with designated backups
- Streamlined student processes within each college and, possibly, across colleges related to change of major, academic probation, etc.

Synergy

Opportunities for increased collaboration within and across colleges. More cohesive organization and leadership teams. Two colleges more balanced in size. Examples of synergy anticipated ahead include:

- More consistent student policies across schools within and across colleges
- More consistent faculty/staff policies across schools within and across colleges
- Increased opportunities for curricular and policy collaboration within colleges because the three school leaders meet regularly together
- Expanded leadership opportunities for faculty to serve as school leaders

Savings

Creating opportunities for growth and money to support campus priorities. Better stewards of tuition and tax dollars.

- AOD has resulted in annual base budget expense reduction of approximately \$300K in academic administrative compensation. It should be noted that these savings occur annually, so the cumulative amount of savings is much greater. Since many of the changes happened at different times, it is difficult to accurately quantify an exact total of what has been saved to date.

QUESTIONS FOR FINANCIAL AID

Q: Are work study processes changing as a result of the reorganization?

A: No, they are not changing.

QUESTIONS FOR ADMINISTRATION & FINANCE

Q: Are PARs required for work study students now?

A: No

Q: Are there changes to routing and approvals for eDocs?

A: Yes, several changes have been made, some of which were the result of AOD-I, and some not. System wide modifications were done in HR for “Ready To Hire” (aka TAM), that had nothing to do with AOD-I...the timing was coincidental.

We have updated approvers for eDocs based on the new structures, and this is very much a work in progress. Admin/Finance is working with Academic Affairs leadership to confirm the preferred routing for the various types of transactions.

Q: What are the approval routes for edocs in each school/college?

A: See above. We have a spreadsheet that lists all the approvers, that can be shared once confirmed with AA leadership.

Q: Do we have the same budget funds?

A: Individual department budgets have largely remained steady for fiscal year 25.

Q: Are there different accounts and orgs?

A: Some new orgs were created for the new hierarchy, but accounts have not changed.

Q: How much has been spent and where has the money has gone? Any reporting would be useful to know.

A: Since the beginning of the AOD process in 2022-2023, a total of \$188,785 in cash funding has been allocated. This amount includes stipends for the AOD task force and steering committees (summer work), costs for hospitality, as well as implementation costs. It should be

noted that the stipend amounts are already spent, but, of the \$95K allocated for implementation this year, only a portion has been spent because the implementation is ongoing.

QUESTIONS FOR DEANS

Q: Are individuals relocating from office locations?

A: In the College of Arts & Sciences the only change is the Dean will have a single office locations (DW3300C). In the College of Professional Studies, the only reorganization-related office change was the Dean's Office move to the Education & Arts Building.

Q: Where are the Deans' offices located?

A:

College of Arts and Sciences (CAS)

- Dean's Office: Wiekamp (DW) 3300.
- Ernestine Raclin School of the Arts (RSA) Associate Dean's Office: Education & Arts (EA) 2001A
- School of Humanities and Social Sciences (SHSS) Associate Dean's Office: Wiekamp (DW) 3300
- School of Natural Sciences (SNS) Associate Dean's Office: Northside (NS) 357

College of Professional Studies (CPS)

- Dean's Office: Education & Arts (EA) 2221
- Judd Leighton School of Business & Economics Director's Office: Administration building AI204J
- School of Education Assistant Dean's Office, Education & Arts (EA): 2227
- Vera Z. Dwyer School of Health Sciences Associate Dean's Office: Northside (NS) 456C

Q: What are the functional responsibilities of the school leaders?

A:

In the College of Arts and Sciences:

Associate Dean of Communication, Recruitment, and Faculty Onboarding

- Communication and Marketing (e.g., website, listservs, social media)
- Student Recruitment and Outreach (e.g., orientation, showcases, prospective student inquiries)
- RSA Production and Marketing Staff
- Onboarding of new full-time and associate faculty
- School Scholarships

Associate Dean of Student Affairs and Graduate Programs

- Student Records and Policies (e.g., manage student services staff, student policies, student petitions, probation/dismissal petitions)
- Student Records Systems (e.g., campus bulletin, SIS, degree maps, AARs, Stellic)

- Graduate Programs

Associate Dean of Academic Affairs and Enrollment Management

- Curriculum (e.g., development and approval of programs, degrees, majors, certificates, and courses, management of OCAP)
- Enrollment Management (e.g., low-enrolled courses, CAS general education, OOE coordination)
- Part-time Faculty (e.g., edocs, collection of evaluation)
- Administrative Assistants' Supervision (e.g., hiring, coordination of performance reviews, staff meetings)

In the College of Professional Studies, school leaders oversee the following responsibilities in their designated the schools:

- *Strategic Leadership and Operations*
 - Serve as advocate for the school; serve as communication link between faculty/school and various campus administrators; implement, oversee, and evaluate shared governance processes within school; lead school meetings.
- *Curriculum, Assessment, and Accreditation*
 - Support effective implementation of accreditation processes; ensure programs meet accreditation requirement; ensure curricular processes are supported and followed throughout the school.
- *Financial Management*
 - Assist with school budget requests and share priorities with Dean; share revenue generating ideas with Dean.
- *Personnel*
 - Evaluate faculty position requests and prioritize recommendations; support professional development; onboarding and mentoring as needed for faculty at all ranks.
- *Student Enrollment, Retention, & Success*
 - Develop and implement enrollment management activities and initiatives; represent school in enrollment management discussions and initiatives; manage school-level student services; manage transfer course articulations.
- *External Relations and Engagement*
 - Build and maintain advisory board structure; oversee management of community facing units; work with alumni relations to support alumni related events & engagement.

Q: Can we ensure that our associate deans of colleges are invited to functions where IU deans of colleges are invited? Our change in title should not hurt us.

A: Whom IU chooses to invite is beyond our control, but we can advocate with campus leaders to ensure that schools are appropriately represented¹

Q: Is the Arts now responsible for all CAS events?

A: No. Arts will continue to manage events the same way. The schools of Humanities and Social Sciences and Natural Sciences do not require extensive event support, as individual departments

mostly manage their own events. For HSS/NSC events that require college-level support, the dean's office provides primary support, though depending on the venue, arts production staff members have provided support. Some decisions are pending about what events will happen at the school vs college level (eg. year-end student celebrations).

Q: Are there redundancies in responsibilities that could be streamlined?

A. In both colleges, we are looking for places where we can streamline and collaborate. Department administrative assistant assignments will need to be revisited once departments in the College of Arts and Sciences are restructured. As an example, there may be opportunities to develop functional areas (eg, Buy.iu, Chrome River) within each of the colleges in the future, but some staff members already have specialized functions (science equipment ordering, guest artist hiring) due to the departments they serve. In several cases, there may not be any redundancies for staff members with specialized functions (eg. lab assistants, arts performance support, etc.). Student Services staff members are working together to create cohesive and unified processes in the College of Arts and Sciences, but this function cannot be streamlined right now due to important projects (eg. new degree audit).

Q: Who is handling the administrative tasks (eDocs, travel, BuyIU, etc...) in each of the academic units?

A:

College of Arts and Sciences

- Linda Schultz-Heidrich - Assistant to the Dean, CAS
- Jules Descoteaux - Assistant to the Associate Deans, CAS
- Tamea Rector - Student Services Coordinator, RSA
- Julie Wells - Student Services Coordinator, SNS & SHSS
- Victoria Pontius - Student Services Administrative Assistant, SNS & SHSS
- Teresa Andrade – Criminal Justice, Philosophy, Political Science, American Democracy Project
- Sherry Brown – Psychology, World Language Studies, and Masters of Liberal Studies
- Jennie Downs – Biology and Chemistry and Biochemistry
- Izabella Gardner – Computer and Information Sciences, Math, and Physics and Astronomy
- Kathi Piekarski – Sociology, Anthropology, Women’s and Gender Studies, Sustainability Studies
- Anne Richmond – English, Publications
- Alaha Ziola – Communication Studies, Fine Arts, Music, and Theatre and Dance

College of Professional Studies:

- Judd Leighton School of Business and Economics:
 - Patricia Agbetsiafa – Director of Administrative and Student Services
 - Mike Esposito – Director of Career Planning
 - Lindsay Koriath – Associate Director of Retention
 - Danielle DeYoung – Assistant Director of Graduate Business Programs

- Barbara Williams – Administrative Assistant
- School of Education:
 - Tracy Horvath – Academic Administrative Assistant
 - Karen Benjamin – Associate Director, Program Review and Accreditation
 - Carla Murillo – Director of Recruitment and Retention/Graduate Advisor
 - Michael Harley – Director of Student Teaching & Clinical Practice and Licensing Advisor
- Vera Z. Dwyer School of Health Sciences:
 - Janielle Miller – Director of Student Services
 - Laurie Richards – School Recorder
 - Jamie Cook – Administrative Generalist Coordinator for the School
 - Justin Flagel – Administrative Assistant, Division of Nursing Science
 - April Hernandez - Administrative Assistant, Divisions of Health Sciences and Radiography and Medical Imaging Technology
 - Ann Freeze - Administrative Assistant, Divisions of Dental Education and Medical Laboratory Sciences
 - Ashley Zielinski – Dental Clinic Manager
 - Sarah Sheets - Administrative Generalist Coordinator, Divisions of Occupational Therapy and Speech-Language Pathology

Q: Are there new expectations for staff positions?

A: The College of Arts and Sciences has formalized a new arrangement (a dotted line reporting) for one staff member, but other than that, there are no new expectations. However, there will be occasions when we need to ask for help in various unexpected ways (eg. to make sure we are coordinated, not creating inefficiencies, etc.) as we adjust to a new structure.

There are no new expectations for staff positions in the College of Professional Studies either. Similarly, we will need to adjust to the new structure and occasionally we may need to ask for help in unforeseen circumstances.

Q: How will positions be defined clearly?

A: IU relies on a job framework that lays out position responsibilities. Both colleges follow this structure when determining job classifications and responsibilities. The goal is to use the framework as wisely as possible to maintain clear positions and to supplement this using internal documents (eg. handbooks) when necessary.

Q: How will people know who the point person is for each task?

A: The College of Arts and Sciences has updated listings for important contacts on the webpage and emphasized at CAS meetings that everyone should feel free to reach out to anyone in the dean's office if they are not sure whom to contact. This process has also been applied to the College of Professional Studies

Q: Will student complaint processes in the Colleges change?

A: Student complaint processes are currently under review in the colleges and may be updated; however, until changes are announced, students should continue to follow the same processes that were in place prior to the reorganization.

As a reminder IU also has policies governing the student complaint process, depending on the nature of the complaint. These will not change.

- If the complaint is about pedagogy/instruction/professionalism it goes to: <https://policies.iu.edu/policies/aca-33-code-academic-ethics/index.html>
- If the complaint is about discrimination, harassment, sexual misconduct it goes to: <https://policies.iu.edu/policies/ua-03-discrimination-harassment-and-sexual-misconduct/index.html>
- If the complaint is about employee relationships involving students it goes to: <https://policies.iu.edu/policies/ua-22-employee-relationships-involving-students/index.html>
- If the complaint is about a change in grade it goes to: <https://southbend.iu.edu/students/registrar/grades/grievances.html>

QUESTIONS FOR THE REGISTRAR

Q: What is the status of changes to the registrar codes and in SIS?

A: The Student Enrollment Management (SEM) Team has been working since last spring with a large number of individuals from around the IU System to identify and track potential issues and incompatibility areas for data migration.

This work includes collaborating with teams downstate over the summer to update codes on the back end to ensure that all program, plan, and subplan codes have been updated appropriately. These changes will continue during the fall term.

Q: Are there changes to routing and approvals for student requests (eDrop, withdrawal, probation, etc.)?

A: These processes are still being worked out in Fall 2024. The office is currently working with appropriate campus units to make sure changes to routing and approvals follow policy guidelines. More information will be available as the process continues.

Q: What are the approval routes for these documents in each school/college?

A: These processes are still being worked out in Fall 2024. The office is currently working with appropriate campus units to make sure changes to routing and approvals follow policy guidelines. More information will be available as the process continues.

Q: Concern about degree plans and student records: Will all the advisors be taken off when codes change after census?

A: These processes are still being worked out in Fall 2024. The office is currently working with appropriate campus units to make sure changes to routing and approvals follow policy guidelines. As part of the student moves, old advisor assignments will be copied/ backed up to ensure there is no loss of data. Advisor Assignments will then be uploaded using the new academic structure. More information will be available as the process continues.

Q: Will student complaint processes for the Registrar's Office change?

A: No changes to the student complaint processes are anticipated. The office is currently working with appropriate campus units to make sure changes to the routing of those complaints follows the new academic structure and follows policy guidelines.

QUESTIONS FOR THE OFFICE OF COMMUNICATIONS & MARKETING

Q: When are all websites anticipated to be updated to reflect new structures?

A: Websites were updated in July to reflect the new structure. We added new landing pages for College of Arts and Sciences, College of Professional Studies, School of Natural Sciences and School of Humanities and Social Sciences. In addition, names were changed on all the old CLAS pages and on the Dwyer College page to reflect the new names. Work will continue throughout the year to update pages across the website – especially in CAS to make additional changes.

Q: How should broken links, old data/information, be reported and to whom?

A: Individual school web liaisons who notice outdated information and broken links can submit web requests through UITS to get those updated. uits.iusb.edu/web-services/web-services-request-form.html

Q: Is there a FAQ for students?

A: After discussions with students on campus, it was determined that there wasn't a need for a student FAQ. Communication through the Daily Titan and from the Vice Chancellor for Student Engagement are used to direct students to the appropriate places when they have questions.

Q: Will there be a continuously updated page showing changes in responsibilities and titles?

There are flow charts showing the structure of the new organizational charts on the AOD-I Teams channel in the folder titled "Org Charts." There are also efforts underway to link those to the Academic Affairs web page.

Q: Can we get more social media? Maybe students to connect to potential students?

A: The university already has official social media accounts and there are several groups on campus that also utilize social media. On the official accounts, we work hard to curate content that will get maximum engagement through their various algorithms to increase the visibility and reputation of the university.

QUESTIONS FOR INSTITUTIONAL ANALYTICS

Q: Given the changes to org codes, how will the fidelity of data be ensured when examining historical trends? (Ex, enrollment trends pre and post reorg?)

A: For the next couple of years, historical data will need to be interpreted and combined for analysis:

- To examine enrollment or spending trends in the new schools and colleges, data subsets (pre-fall 2024) from their programs must be manually merged for analysis.
- For example, automated reports showing enrollment trends in the School of Natural Sciences will only be functional after the Fall 2024 semester. To assess performance at the school level from semesters prior to Fall 2024, data from the individual programs in the school will need to be gathered and aggregated manually.

QUESTIONS FOR THE AOD-I STEERING COMMITTEE

Q. Is there a new org. chart?

A. New Org Charts for the Colleges and Schools are located on the AOD-I Teams site in the General Channel