

**SPECIAL REPORT**  
of the  
**ACADEMIC PRIORITIES COUNCIL**  
concerning the  
**SPECIAL REPORT OF THE PROVOST CONCERNING  
SCHOOLS WITHIN COLLEGES**

Presented at the  
714<sup>th</sup> Regular Meeting of the Faculty Senate  
February 2, 2012

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**On January 17, 2012, the Academic Priorities Council unanimously approved the Special Report of the Provost concerning Schools within Colleges.**

**The Council recommends that the document also acknowledge the possibility of Schools that report to more than one dean. This could help alleviate budgetary and control issues that arise when two separate groups of faculty who are affiliated with a Center or School, are trying to work across colleges. Other units on campus, who are now in CNS, faced similar budgetary and control issues but they were resolved with the consolidation of CNS.**

**The Council recognizes that there may be additional discussions related to this proposal that will evolve and that the report is a starting point to enable units to cooperate with one another on various activities.**

**MOVED: That the Faculty Senate approve the Special Report of the Provost  
30-12 concerning Schools within Colleges, as presented in Sen. Doc. No. 12-021A.**

**Special Report of the Provost  
on  
Schools within Colleges**

Submitted to the Faculty Senate by Provost James V. Staros  
November, 2011

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James V. Staros, Provost

Date

## **1. Introduction**

The current organization of units within Academic Affairs does not fully reflect the range of ways in which academic departments or interdepartmental degree-granting programs may seek to present themselves or connect with one another. To grant departments and programs an additional option for self-presentation and help eliminate barriers to collaboration, this proposal would allow them, singly or collectively, to call themselves *Schools*, after a review and approval process. It would also apply the term *College* to all eight of the colleges, including those that are currently called Schools.

It should be noted that this proposal is only enabling legislation. Specific proposals will have to be brought before the Senate before any schools in this new sense will actually come into existence.

## **2. Rationale**

Departments called schools are not uncommon at public AAU institutions:

- At Iowa, the College of Liberal Arts & Sciences contains four departments that are called Schools: Social Work, Journalism & Mass Communication, Art & Art History, and Music.
- At Iowa State, the College of Liberal Arts & Sciences contains a department called the Greenlee School of Journalism & Communication.
- At the University of Maryland at College Park, the College of Arts & Sciences contains a department referred to as the School of Theatre, Dance, & Performance Studies.
- At the University of Minnesota, the College of Liberal Arts contains a music department that is called School of Music.

See the appendix for additional examples.

The rationale for calling a department a school is largely a matter of self-presentation, broadly construed. For example, music departments call themselves schools to signal that they teach performance courses, to improve their competitive position relative to conservatories, and to provide a better naming opportunity. Iowa's School of Journalism & Mass Communication indicates its composite character by the use of the word "school". Although organizationally it is a single department, it has within it two distinct units. Eponymous schools are more common than eponymous departments, suggesting that the word school presents a more attractive naming opportunity for donors. The appendix includes several examples of schools named after major benefactors.

There are also schools that are not coextensive with a single department, but also are not colleges. These too are not uncommon at public AAU institutions:

- At Illinois, in the College of Liberal Arts and Sciences, there are five schools:
  - the School of Chemical Sciences, which includes two departments.
  - the School of Earth, Society, and the Environment, which includes three departments.
  - the School of Integrative Biology, which includes three departments.
  - the School of Literatures, Cultures, & Linguistics, which includes eight departments, five programs, and a center.
  - the School of Molecular & Cellular Biology, which includes four departments.

## Sen. Doc. No. 12-021A

- At Iowa, in the College of Liberal Arts and Sciences, there are three schools and divisions:
  - the Division of World Languages, Literatures & Cultures, which includes four departments and a program.
  - the School of Art & Art History, which includes two departments.
  - the Division of Performing Arts, which includes two departments that are called departments, one that is called a school, and a shared outreach program.
- At Indiana, in the College of Arts and Sciences, there is the Henry Radford Hope School of Fine Arts, which includes two departments and a gallery.
- At Maryland, in the College of Arts & Sciences, the School of Languages, Literatures, and Cultures includes five departments and a center.
- At Purdue, in the College of Liberal Arts, the Patti and Rusty Rueff School of Visual and Performing Arts includes two departments, two divisions, and various galleries.

See the appendix for additional examples.

The rationale for creating such school may include self-presentation, broadly construed, or resource sharing. The faculty involved may wish to establish a new brand, such as the School of the Arts or the School of the Built Environment, both of which have been mentioned as possibilities if this enabling legislation is adopted. They may see opportunities for common development or outreach activities, or other forms of collaboration.

### 3. Renaming Existing Schools

In 1985, the School of Engineering became the College of Engineering. Subject to Trustee approval and at the request of their deans, the four remaining schools will also be renamed colleges:

Isenberg School of Management → Isenberg College of Management

School of Education → College of Education

School of Nursing → College of Nursing

School of Public Health and Health Sciences → College of Public Health and Health Sciences

This change will avoid any possibility of confusion as schools that are not colleges are proposed in response to this enabling legislation.

### 4. Definitions

The following three definitions are a necessary foundation for the proposal, which appears in section 5. They restate familiar notions, but in a way that is both precise and avoids earlier terminology like “schools and colleges” that would be confusing in this context.

**College:** A group of faculty and degree programs organized for the purpose of providing coordination of and leadership for academic planning, resource management, and academic support. The Colleges represent the primary organizational framework for the academic enterprise. A College has personnel and curriculum committees consistent with relevant University policies and procedures and collective bargaining agreements, through which relevant decisions of departments and programs are reviewed. A College is led by a Dean who reports directly to the Provost..

**Academic Department:** An academic unit organized around a discipline or group of related disciplines. An Academic Department serves as the tenure home for faculty; offers one or more degree programs; and offers courses, including courses required for its degree program(s). An Academic Department has personnel and curriculum committees consistent with relevant University policies and procedures and collective bargaining agreements. It is led by a Head or a Chair who reports directly to the Dean of a College.

**Academic Program:** An academic unit that is organized with a multi-disciplinary perspective and that draws faculty participation from two or more departments. An Academic Program offers one or more

degree programs and typically offers at least some of the courses required for its degree program(s).<sup>1</sup> Participating tenure-system faculty hold appointments in Academic Departments, which are responsible for all personnel decisions. A Memorandum of Understanding between an Academic Program and participating Academic Departments may define a role for an Academic Program in departmental personnel decisions. A curriculum committee, executive committee, or similar body is responsible for an Academic Program's courses and credentials. It is led by a Director who reports directly to the Dean of a College.

## **5. School**

*School* is a designation given to an Academic Department or Academic Program, or group thereof, for the purpose of promoting a particular identity. This identity may be relevant to recruitment of students or faculty, public relations, development, research, instruction, outreach, or any other goals or activities of the participating unit(s).

In the case of a single Department or Program designated a School, the Department's Head or Chair or the Program's Director becomes the Director of the School. In the case of multiple units seeking designation as a School, an agreement approved at the time of designation defines how a Department Head or Chair or Program Director will be chosen as the Director of the School. This agreement may also define cooperative relationships in marketing, recruiting, or other appropriate areas.

Schools per se do not represent an organizational level or structure. All personnel, curricular and fiscal decisions operate at the Academic Department or Academic Program level. The designation of a Director in a multi-unit School does not establish or imply a reporting relationship with the Heads, Chairs, or Directors of the School's constituent units. A multi-unit School does not have a personnel or curriculum committee, and it does not serve as the tenure home for faculty.

A School is organized within a single College, although it may draw participation from units in other Colleges, and it operates consistent with the policies and priorities of the College within which it is organized. A College Dean may choose to augment the functions of a School or a School Director, or make specific financial, staffing, or other arrangements as part of the normal operations of the College. College Deans may also choose to enter into agreements with one another regarding the operation of Schools that involve participation of units from more than one College. **If such agreements prove insufficient for cross-College schools, then additional enabling legislation may be needed in the future.**

## **6. Procedure**

Requests to form a School must include the following components:

- i. The proposed name of the School and a list of the participating units.
- ii. A rationale based on the desirability of establishing a particular identity and its potential impact on recruitment of students or faculty, public relations, development, research, instruction, outreach, or any other goals or activities of the participating unit(s). Precedents at other universities of comparable stature may also be noted.
- iii. In the case of multi-unit Schools, an agreement that specifies how the Director will be selected and any cooperative relationships.
- iv. Evidence of support from the faculty of the participating unit(s) and any other major stakeholders.
- v. Signature approval by the Dean of the College in which the School will be organized. If any participating Departments or Programs report to other Deans, the signatures of those Deans are required as well.

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<sup>1</sup> THE PHRASE "ACADEMIC PROGRAM" IS INTENDED HERE AS A TERM OF ART FOR INTERDEPARTMENTAL DEGREE-GRANTING PROGRAMS, SUCH AS STPEC OR MCB. OTHER SENSES OF THE WORD "PROGRAM" SHOULD NOT BE CONFUSED WITH THIS TERM OF ART. E.G., AN *INTRADPARTMENTAL* DEGREE-GRANTING PROGRAM LIKE THE DANCE PROGRAM WITHIN THE DEPARTMENT OF MUSIC AND DANCE IS NOT AN ACADEMIC PROGRAM IN THIS TECHNICAL SENSE. CAPITALIZATION WILL BE RESERVED FOR THE TECHNICAL MEANING OF PROGRAM.

- vi. Signature approval of the Heads or Chairs of all participating Academic Departments and the Directors of all participating Academic Programs.  
These requests will be reviewed by the Academic Priorities Council.

Consultation with the Provost before initiation of the formal process is strongly recommended.

**Appendix: Schools within colleges at public AAU institutions**

University of Illinois – Urbana

College of Liberal Arts and Sciences

School of Chemical Sciences

Department of Chemistry

Department of Chemical and Biomolecular Engineering

School of Earth, Society, and Environment

Department of Atmospheric Sciences

Department of Geology

Department of Geography

School of Integrative Biology

Department of Animal Biology

Department of Plant Biology

Department of Entomology

School of Literatures, Cultures, and Linguistics

Department of Classics

Comparative and World Literature Program

Department of East Asian Languages & Cultures

Foreign Language Teacher Education Program

Department of French

Department of Germanic Languages and Literatures

Department of Linguistics

Medieval Studies Program

Department of Religion

Second Language Acquisition and Teacher Education Program

Department of Slavic Languages and Literatures

Department of Spanish, Italian & Portuguese

Translation Studies Center

School of Molecular and Cellular Biology

Department of Biochemistry

Department of Cell and Developmental Biology

Department of Microbiology

Department of Molecular and Integrative Physiology

University of Iowa

College of Liberal Arts and Sciences

Division of World Languages, Literatures & Cultures

American Sign Language Program

Department of Asian & Slavic Languages & Literatures

Department of French & Italian

Department of German

Department of Spanish & Portuguese

Language Media Center

School of Social Work

School of Art and Art History

Art History Division

Studio Division

School of Journalism & Mass Communication

Division of Performing Arts  
Department of Dance  
Department of Theatre Arts  
School of Music  
Arts Share (outreach program)

Iowa State University  
College of Liberal Arts and Sciences  
Greenlee School of Journalism and Communication

Indiana University Bloomington  
College of Arts and Sciences  
Henry Radford Hope School of Fine Arts  
Department of the History of Art  
Department of Studio Art  
School of Fine Arts Gallery

University of Maryland at College Park  
College of Arts & Sciences  
School of Theatre, Dance, and Performance Studies  
Dance Performance and Scholarship Faculty Cluster  
Theatre Performance Faculty Cluster  
Dance/Theatre Design and Production Faculty Cluster  
Theatre Scholarship and Performance Studies Faculty Cluster  
School of Languages, Literatures, and Cultures  
Department of Asian and East European Languages & Cultures  
Department of French & Italian  
Department of Germanic Studies  
Department of Middle Eastern Studies  
Department of Spanish & Portuguese Languages & Literatures  
Center for Persian Studies  
School of Music

University of Minnesota  
College of Liberal Arts  
School of Music

Purdue University  
College of Liberal Arts  
Patti and Rusty Rueff School of Visual and Performing Arts  
Department of Art and Design  
Division of Dance  
Division of Music  
Department of Theatre  
Patti and Rusty Rueff Galleries

University of Washington  
College of Arts and Sciences  
School of Music  
Jackson School of International Studies  
School of Art

University of Missouri  
College of Agriculture, Food and Natural Resources  
School of Natural Resources

- College of Arts and Sciences
  - School of Music
- Trulaske College of Business
  - School of Accountancy
- College of Education
  - School of Information Science and Learning Technologies
- College of Human Environmental Sciences
  - School of Social Work

Ohio State University

- College of Arts and Sciences
  - School of Communication
  - School of Earth Sciences
    - Division of Earth History
    - Division of Geodetic Sciences
    - Division of Solid Earth Dynamics
    - Division of Water, Climate and the Environment
    - Byrd Polar Research Center
  - School of Music
- College of Education and Human Ecology
  - School of Educational Policy and Leadership
  - School of Physical Activity and Educational Services
  - School of Teaching and Learning
- College of Engineering
  - Austin E. Knowlton School of Architecture
- College of Food, Agricultural, and Environmental Sciences
  - School of Environment and Natural Resources

Penn State

- College of Agricultural Sciences
  - School of Forest Resources
- College of the Liberal Arts
  - School of Languages and Literatures
    - Asian Studies Program
    - Department of Comparative Literature
    - Department of French and Francophone Studies
    - Department of Germanic and Slavic Languages and Literatures
    - Department of Spanish, Italian and Portuguese
- College of Arts and Architecture
  - School of Music
  - School of Theatre
- College of Health and Human Development
  - School of Hospitality Management

Wisconsin

- College of Letters and Science
  - School of Music
  - School of Journalism & Mass Communication
  - School of Library & Information Studies
  - Robert M. LaFollette School of Public Affairs
  - School of Social Work