SPECIAL REPORT

of the

ACADEMIC PRIORITIES COUNCIL

concerning the

SPECIAL REPORT OF THE PROVOST CONCERNING
SCHOOLS WITHIN COLLEGES

Presented at the
714th 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 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.
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). 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:

1. The proposed name of the School and a list of the participating units.
2. 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.
3. In the case of multi-unit Schools, an agreement that specifies how the Director will be selected and any cooperative relationships.
4. Evidence of support from the faculty of the participating unit(s) and any other major stakeholders.
5. 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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1 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 INTRADEPARTMENTAL 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
   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
Sen. Doc. No. 12-021A

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