

Results of Positioning and Alignment
Presentation to Academic Affairs
29 April 2011

Good morning and thank you for being here with us this today. We are near to the end of another successful academic year, and spring commencement is close at hand with the added excitement of granting of our first doctoral degrees. Along with the anticipation of that event, we know that you also have been waiting to hear from us regarding decisions on positioning and alignment from the process that began at the start of the academic year.

The past week has already included three important organizational announcements: (1) Dr. Hudson Rogers has accepted the position of Dean of the Lutgert College of Business for a period of two academic years; (2) Dr. Joe Shepard, Vice President for Administrative Services and Finance, will be leaving FGCU after 16 years of dedicated and exemplary service to assume the presidency of Western New Mexico University; (3) and, Vice President for Advancement, Mr. Steve Magiera, has been named to the position of Vice President for Administrative Services and Finance.

This morning we will present the organizational changes that will take place as a result of the positioning and alignment process. Prior to beginning, it is important to briefly review the process that we followed to get here, and its bearing on the outcomes that we report today.

Just over a year ago, I announced that it was important for the faculty and staff within Academic Affairs to engage in robust conversations regarding the positioning and alignment of our instructional units. The purpose of that effort was to consider our organizational structure during a period of sustained growth of the University on the way to

build-out of our campus to a student enrollment of approximately 20,000.

Planning of that process began in July 2010 and involved multiple discussions with the presidents of the Faculty Senate and the Staff Advisory Council (SAC). As those conversations continued, further input was obtained from members of the Faculty Summer Senate, the Staff Advisory Council, the Council of Deans, my senior staff, and the President's Cabinet. At these meetings, changes and refinements to the process were vetted and incorporated as appropriate.

In mid-August of last year, I presented to you the purpose, historical context, drivers, expectations, and timeline for that process. My remarks and the related timeline were posted to a dedicated Web page with a direct link located on the FGCU homepage. This Web page became the home for all materials related to the positioning and alignment process.

From a short list of nominees received from the Faculty Senate and Staff Advisory Council, I appointed the *ad hoc* Positioning and Alignment Task Force (PATF) with representation from those two bodies, as well as from the Council of Deans and the Office of the Provost. Before I go any further, I would like to recognize the member of the Taskforce, thank them, and again congratulate them as the winners of the University Team Service Award.

Among a series of guiding principles and assumptions to provide a framework for the PATF's work were the following:

- Adherence to our Mission and Vision was essential;
- Student success would remain a core value;

- No existing academic/degree programs would be eliminated as a direct result of the process;
- No faculty or staff positions would be terminated;
- No disciplinary accreditations would be adversely impacted;
- The process was not intended to reduce overall expenditures but rather to maximize current and future resources for the benefit of the academic enterprise.

The PATF examined and analyzed information gathered at six drop-in style conversations, including participant discussions and written comments; the written comments submitted via the dedicated Web page; various descriptive data and reports; and written communications provided to the PATF from individuals and groups.

The PATF considered multiple alternative scenarios relating to inter- and intra- collegiate organization, as well as a series of what were termed “cross-cutting” issues. Due to the complexity of the issues involved, the PATF twice asked for and received extensions to the timeline to permit the successful completion of its work. These extensions were important to the taskforce, the process, and the administration. Delayed from November 2010, the PATF submitted its final report to the Provost’s Office in March. The full report and its 27 appendices were posted on the PATF Web page within a few days in order to provide access for the entire University community.

Since receiving the report, the Council of Deans, my senior staff, the President’s Cabinet, and the President and I have engaged in numerous conversations reviewing the findings and conclusions provided. The careful review and collaborative consultation were a critical part of the process in deciding what actions to take. While I regret that today’s

presentation could not come earlier, because our decisions were finalized only within the past few days, we did want to share the information before the end of the semester and some of you had departed for the summer. To facilitate broad distribution of this presentation, the full text of these remarks and an executive summary of it in tabular form, will be posted within the hour to the PATF Web page.

The Executive Summary of the PATF report included twelve thoughtfully considered conclusions. For the purpose of this presentation, we will follow the general order and specific content of those conclusions.

(1) The PATF concluded that the unified structure of the College of Arts and Sciences (CAS) should be maintained. The report also concluded that the Division of Public Affairs, currently housed in the College of Professional Studies, should be housed in the College of Arts and Sciences. Finally, the report suggested further consideration of the internal structure of College.

The administration agrees with all of these suggestions. Further, we believe that the highly valued interdisciplinarity found within the College of Arts and Sciences will be well served with the additional inclusion of the Division of Justice Studies, which shares various current and potential synergies with anthropology, sociology, psychology and public affairs.

Last year, the College of Arts and Sciences engaged in a review of its internal structure, and various changes were proposed. The appendices of the PATF report include and amplify upon some of that work. We note that the continued review by the College of its internal structure should reflect the availability of current resources.

(2) Next, The PATF report called for the separation of the Whitaker School of Engineering to be a “free standing academic unit.” We are pleased to announce that such a unit will be created in the form of an FGCU college, and will be known as the Whitaker College of Engineering. Further, I am pleased to announce that Dr. Susan Blanchard will become its first Dean to reflect that change. Based on available budgetary information, we anticipate that this organizational change can occur with minimal additional resources, and will provide rich opportunities for growth and enhanced recognition.

(3) Regarding the College of Education, we again accept the conclusion of the PATF to maintain those programs currently housed in that unit. Further, also as concluded in that report, the internal structure of the College of Education should be reevaluated. Moreover, to provide consistency with other college-level units, a departmental rather than a divisional structure should be established. I will return to that point shortly.

(4) Next, concerning the College of Health Professions (CHP), the PATF concluded that the College should be maintained as a discrete entity with reevaluation of its internal structure. We agree that the College of Health Professions has a unique identity that should be preserved. However, the PATF report also included an analysis by the Division of Social Work that noted that its closest affinity, outside of the College of Professional Studies, was with the College of Health Professions. We support that view and believe commonalities shared by clinical practitioners related to disciplinary approaches to teaching and research provide tangible synergies. The complementary nature of the Division of Social Work and the current programs within the College of Health Professions, including community health, nursing, OT, and PT can benefit students and the community alike. By placing them closer

together, we recognize their collective importance in securing the health, safety, well-being, and prosperity of our community. To advance the recognition and the interrelatedness of all these disciplines, and the potential to expand into various directions in the future, the College of Health Professions will be rebranded as the College of Health Professions and Social Work.

(5) With regard to the College of Professional Studies, the PATF's suggestion regarding inclusion of Public Affairs within the College of Arts and Sciences has already been addressed. The Report's suggestion that Justice Studies and Social Work be maintained within the College of Professional Studies has also been addressed above, with reference to the colleges of Health Professions and Arts and Sciences.

The report also concluded that the Division of Resort and Hospitality Management (RHM) be established as a free-standing academic unit. We agree in part, but believe that the affinities of the Division of Resort and Hospitality Management and the Lutgert College of Business are clear: both serve regional business interests and, like many of our programs, have demonstrable, robust and mutually beneficial local ties. They both prepare students for business related careers. But we are also cognizant of their differences and the need to preserve the unique identities of each, especially with regard to issues of accreditation. To reflect these attributes and provide for continued success and future accreditation by an accrediting association best aligned to the discipline, the Division of Resort and Hospitality Management will be rebranded as the School of Resort and Hospitality Management, within the Lutgert College of Business.

Before going further, it is important to recognize that the sunseting of the College of Professional Studies is in no way a reflection of the

strength of the programs housed there or the quality and dedication of its leadership, faculty and staff. To be sure, the success of those programs can be demonstrated in multiple ways, to include the accreditations that they have earned, the achievements of their graduates, the productivity of the faculty, and the respect that the greater community of southwest Florida and beyond has come to have for them. We firmly believe that the movements of the constituent programs provide for additional future growth and success.

(6 - 10) The PATF included five separate conclusions that shared common focus on the primacy and quality of undergraduate education at FGCU. These are:

- Interdisciplinarity should be enhanced within the University's structure;
- General Education functions should be centralized and elevated to enhance capabilities;
- An honors college should be considered, when warranted;
- An enhanced focus on developing environmental course material should be considered; and
- Service learning should be examined to ensure a consistent and quality academic experience.

Collectively, these five suggestions focus on key elements of the University's undergraduate experience, unlocking of student potential, and intentionality regarding multiple values that we hope our students will develop and embrace throughout their lives. They also argue in favor of creating a more visible place for undergraduate studies. Consequently, we will establish the position of Dean of Undergraduate Studies as a way to clearly recognize central values and core

components of our mission and vision. I am pleased to announce that Dr. Peg Gray-Vickrey will serve as the founding Dean of Undergraduate Studies, a position that will include membership on the Council of Deans. Her full title will be Associate Provost and Dean of Undergraduate Studies. This administrative change represents a rebranding of the Office of Curriculum and Instruction, and provides for enhanced recognition of the importance of our mission and status as a comprehensive regional institution with special emphasis on the undergraduate experience.

(11) With regard to graduate education, the PATF concluded that a comprehensive unit with responsibility for a wide range of graduate issues should be created. Here too we are in agreement. FGCU now has grown to a size and dimension that requires additional visibility for graduate studies. To address that wider range of graduate issues and provide greater linkages to research initiatives, I am pleased to announce that we will establish a new administrative position with the title of Associate Vice President for Research and Dean of Graduate Studies. This position also will be a member of the Council of Deans. Combining leadership for the areas of graduate programming and research advancement reflects our mission and vision, and will enhance these important interrelated programs at the University.

(12) Finally, the PATF identified that resource allocation to our instructional units needs to be equitable. Again, we concur with this conclusion. As a prerequisite to ensuring appropriate, balanced allocations, the development of a parallel departmental structure across the colleges will facilitate tracking of growth, setting of appropriate and measurable goals, monitoring expenditures, and allocating resources in a transparent as well as equitable fashion. Jennifer Baker, Director of Budget and Management Services in the

Provost's Office will take the lead in this endeavor, working along with college leadership teams and unit budget managers.

Now, let me address a few expected questions. When will these changes take place? We expect, that due to the current, essentially independent structure of the Whitaker School within the Lutgert College of Business, that the separation and elevation to college status can take place with the start of the fall 2011 semester. The establishment of the Dean of Undergraduate Studies position will also take place with the start of this fall. For all other changes, we want to insure that there is adequate time for facilitating moves, revising the catalog and other essential documents, reviewing internal collegiate structures, etc. Therefore, these changes will take place with the start of the fall, 2012 semester. That date is beyond our original intended timeline, but there is no need or desire to rush without adequate time to thoughtfully plan and implement the changes. Again, we recognize that there will need to be time to prepare, and this new timeframe allows for that to occur.

Will the unit changes include movement of staff and resources currently associated with them? Yes, but these movements will mark the start of the more rigorous review of equitable allocation of all forms of resources as noted previously. And again, no faculty or staff will lose employment as a direct result of these changes.

What about promotion documents? As you know, earlier this semester, Dr. Maddy Issacs, President of the FGCU Chapter of the United Faculty of Florida (UFF), and I sent out a joint communication regarding potential implications of the realignment of academic units on existing promotion documents. I want to affirm the central message

of that prior communication, and I quote: “Both parties share a commitment to create understandings that will support any faculty transitions to new departments or colleges, including giving faculty sufficient time to review and revise evaluation/promotion standards/documents as well as to integrate into their new academic homes.” End quote. Due to the timing of the transitions, there would be minimally two years prior to any new documents taking effect. The administration will support this process in a manner consistent with our Collective Bargaining Agreement with UFF. This component of the changes we have announced today will become part of bargaining when that process begins again this coming academic year.

Universities are living and evolving entities that grow and change over time. We soon will celebrate 20 years of FGCU’s existence, as measured from the date of our charter, and also the 15th anniversary of opening our doors to the first group of entering students in the fall of 1997. As a University, we fully expect to be here into perpetuity, and undoubtedly other organizational changes will occur in future years as the University grows and becomes more complex.

The major goal of the positioning and alignment effort was to enhance student education, broadly defined, through optimizing resources, and finding programmatic structures and synergies that are consistent with increasing access, opportunity, and quality.

In sum, the administration worked with the leadership of the faculty and the staff to implement a process that was open, transparent and collaborative. We listened to the PATF’s conclusions, and as you have heard today, they greatly informed the final decisions. Before I entertain any questions, let me sincerely thank everyone who

participated in this very important process, which will advance the University and fulfillment of our mission as we look to the future.

Thank you.