

## CHARGE

### **ACADEMIC: Colleges and Schools Task Forces**

Each Dean will create a Task Force that will recommend how the college/school (unit) should be reshaped to maintain and enhance focused excellence in the context of a total budget reduction of 15%. The Task Force should identify areas that are critically important as well as those that are weaker and/or not essential to the core mission.

While informed by the need to substantially reduce budget, the task force should develop a compelling vision of how the unit should best be configured. Specific recommendations should flow from this vision. Ideally, they should be worth implementing regardless of their immediate budgetary impact.

The Task Force should consult with relevant constituencies. At the same time the process must be structured so that it is expeditious and efficient. Some recommendations, no doubt, will be unpopular, but it is crucial that potential – or actual – opposition not deter the Task Force from making the best decisions.

The following issues should be addressed by each Task Force:

- *Vision and Goals:* What are the mission, vision, and goals of the unit? Recognizing that the priorities shift over time, does the current set of activities and investments fully support the aspirations of the unit? Each Task Force will need to probe self-perceptions and recognize that some activities are more essential than others.
- *Structure:* Does the unit have the optimal organizational structure? Might some programs or departments be merged internally or with units in other colleges to create focused excellence, enhance strength, or realize efficiencies? Should broader reconfigurations be explored, in partnership with other colleges and the Provost?
- *Closings:* What activities, programs, or departments should be reduced or closed, thereby freeing up resources to be redeployed by the unit?
- *Undergraduate Majors and Curriculum:* Should some majors, minors and/or concentrations be removed or consolidated and others strengthened? Can the unit become more efficient, while maintaining educational excellence, through changes in the curriculum and requirements?

- *Restructuring graduate fields:* Should the unit consider eliminating or consolidating graduate fields and/or expanding membership in fields by faculty in different units who share the same discipline?
- *Deployment of teaching resources:* Given the projected reductions in staff and faculty, how should existing resources best be deployed to meet core instructional needs? Should college and university requirements be revised? Should enrollments be managed differently? Should new methods of teaching and use of educational technologies be encouraged?
- *Administrative functions:* Are the unit's support functions correctly conceived and structured to best support its core academic mission given the assumption of a further decline in available resources in fiscal 2011? What metric(s) or other evaluative measure(s) inform the amount invested in support functions? Which administrative functions might be better done centrally or through sharing arrangements with other units? Are there opportunities to eliminate a significant amount of work based on unit-specific priorities or based on suggested changes in university policies or practices?
- *Broader changes:* What changes at the university level, or in other units, are important in supporting the unit's effort at strategic realignment?
- *Outreach and Engagement:* How well do any outreach and extension activities reflect a contemporary understanding of the University's land grant mission? In particular, are such activities closely aligned with and supportive of the University's research and educational missions?
- *Implementation:* After specifying the changes that will strengthen and focus the unit, while achieving the necessary budget savings, each Task Force should address how the recommendations will be implemented, what difficulties might arise, and what resources and support from within the unit and for the university will be needed in order to succeed.