


MEMORANDUM

TO: Jay T. Akridge, PhD
Provost and Executive Vice President for Academic Affairs and Diversity

FROM: Ronald Elsenbaumer 
Chancellor

DATE: December 8, 2020

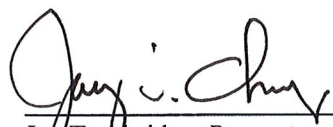
RE: Proposal to Restructure COAS and CPS as well as naming two new departments

The proposed modifications to the academic organization of Purdue University Fort Wayne is a necessary next step in the evolution of change initiated by the transition from IPFW to PFW. While the College of Arts and Sciences proposal emerged from desires and aspirations of the faculty and the CPS proposal emerged from administrative goals to increase the visibility of the School of Education, they will be accomplished with no net increase in administrative overhead. Additionally, they will be undertaken to strengthen and grow existing programs, create greater curricular synergies, and expand connections and collaborations with the private and public sector economies of the greater Fort Wayne region.

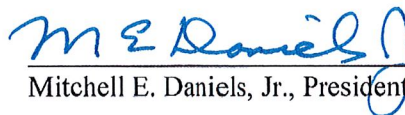
Purdue University Fort Wayne requests the approval for the new university structures proposal.

Approval Recommended:

Approved:



Jay T. Akridge, Provost and Executive
Vice President for Academic Affairs
and Diversity



Mitchell E. Daniels, Jr., President

cc: Carl N. Drummond, Vice Chancellor for Academic Programs and Enrollment Management
Ronald Friedman, Interim Dean College of Arts and Science
Terri Jo Swim, Interim Dean College of Professional Studies



December 11, 2020

Jay Akridge, PhD
Provost and Executive Vice President for Academic Affairs and Diversity

Candiss Vibbert, Ph.D.
Associate Provost for Special Initiatives

Re: Purdue Fort Wayne Proposal for Restructuring the College of Arts & Sciences and the College of Professional Studies

Dear Provost Akridge and Associate Provost Vibbert,

On behalf of the Academic Organization Committee (AOC), I am pleased to provide our review of the proposal from the Associate Vice Chancellor for Academic Affairs of Purdue Fort Wayne (PFW) to restructure the College of Arts & Sciences and the College of Professional Studies.

The proposal has two parts: 1) proposed separation of the College of Arts and Sciences (CAS) into two smaller colleges, the College of Liberal Arts (CoLA) and the College of Science (CoS); and 2) proposed elimination of the College of Professional Studies (CPS) and establishment of the (currently embedded) School of Education (SOE) as a stand-alone unit. According to the Executive Summary, the first part of the proposal (separation of the CAS) is driven by the faculty due to a lack of unified vision between the Humanities and the Sciences, and would thus allow each college to develop a more focused mission. According to the same Executive Summary, the second part of the proposal (elimination of the CPS) is driven by the administration with the goal of expanding the SOE's visibility, mission, and impact.

The committee was provided a one-page Executive Summary of the proposal, a two-page Appendix with a small amount of additional information regarding shared governance, P&T, and curricular changes, and charts showing the current and proposed organizational structure. The committee reviewed these documents and while the members agreed that the proposed changes appeared to be logical and well-justified, we were concerned at the lack of details provided concerning faculty involvement in the process. To address this concern, the AOC chair spoke with several of the contacts provided in the proposal Appendix, including the Heads of Transition for the CoLA and the CoS, the Director of the COE, and the chairs of the departments that would be displaced by the elimination of the CPS.

Regarding the first part of the proposal (separation of the CAS), the AOC chair confirmed that this proposed change was driven entirely by the faculty and was brought to the administration by the department chairs in response to long-standing issues in the CAS regarding vision and college-level learning outcomes. Last year, the entire faculty were asked to vote on whether or not to separate CAS into two colleges, and the significant majority voted in favor; this vote was followed by a unanimous favorable vote by the CAS Council. After conversations with the Heads of Transition, the AOC chair was convinced that there was significant faculty involvement in every step of the process, major faculty support, faculty concerns were relatively minor and are being addressed, and that the faculty are excited and energized by this proposed re-organization.

Regarding the second part of the proposal (elimination of the CPS), the AOC chair spoke with the Director of the SOE and the chairs of the three programs currently embedded in the CPS (Human Services, Criminal Justice and Public Administration, and Hospitality and Tourism Management). It was confirmed that the initial decision to eliminate the CPS was made entirely by the upper administration with no input from the faculty. However, the director/chairs all agreed that the faculty have been significantly involved in the process of moving forward with the re-organization and that the faculty concerns have been taken seriously by the administration and have been largely addressed. The COE is a large program and they are confident that they can sustain the school independently; in addition, an informal survey of the faculty showed that the majority of faculty felt that the COE becoming an independent unit would be beneficial overall to the school. The chairs of the three programs who would be displaced by the elimination of the CPS confirmed that while they were initially concerned after hearing of the decision, they are now very comfortable with the new homes for their programs and are overall quite excited about the potential benefits moving forward. The chairs of these programs also confirmed that there would be no negative impacts on students currently in the programs nor on the P&T process.

The content of these conversations was reported to the AOC by the chair and after further discussions, the committee members unanimously agreed that there is sufficient faculty involvement, that some faculty concerns are being actively addressed, that negative impacts on current students and faculty would be minimal, and the faculty are excited and energized by this proposed re-organization.. Therefore, after doing our due diligence, the Academic Organization Committee supports the proposal and recommends that it be accepted. If you have any further questions, please don't hesitate to contact the AOC chair.

Sincerely,



Sally Bane, Ph.D.
Chair, Academic Organization Committee

cc. Members of the Academic Organization Committee

Nour Abdelfattah
Robin Adams
Nancy Edwards
Libby Richards

PURDUE UNIVERSITY BOARD OF TRUSTEES

EXECUTIVE SUMMARY

INTRA-AGENCY ADVISORY AND DELIBERATIVE MATERIAL

MEMORANDUM

Executive Summary of Upcoming Board Review or Action Item

DATE: October 19, 2020

TO: Candiss Vibbert, Associate Provost

FROM: Terri Swim, Primary Contact, (260) 481-6442; swimt@pfw.edu

CC:

SUBJECT: PFW Restructuring the College of Arts & Sciences and the College of Professional Studies as well as naming two new departments

Purpose:

- This item is recommended for discussion by the Board in executive session.
- This item is recommended for discussion by the Academic Affairs Committee at its meeting.
- This item will require a formal vote by the Academic Affairs Committee at its meeting.
- This item will require a formal vote by the Board in the Stated Meeting.
- This item will be presented in a formal resolution for action at the Stated Meeting.

Attachments:

List any attachments to the memo as Exhibits or Appendices or note, “No Attachments”

Appendix A – Current and Proposed Organizational Structures

Appendix B – Program Integrity and Shared Governance within Proposed Structure

Appendix C – Promotion and Tenure Process Transitions within Proposed Structure

Executive Summary (1-page) included: [*Provides a high level narrative and should provide some interpretative commentary surrounding any data or other graphical information being provided in any attachments.*]

Concluding thought: The purpose of the Executive Summary is to ensure the trustees know an item will be discussed at the meetings, to give them a general understanding, and to provide contact information if they have early questions. Please keep it to one page, and limit attachments to only those needed to provide a useful introductory overview.

EXECUTIVE SUMMARY

Degree: N/A

College: Purdue University Fort Wayne Proposed Creation of College of Liberal Arts and College of Science,
Proposed Elimination of College of Professional Studies, Creation of two new Departments

The proposed modifications to the academic organization of Purdue University Fort Wayne is a necessary next step in the evolution of change initiated by the transition from IPFW to PFW. While the College of Arts and Sciences proposal emerged from desires and aspirations of the faculty and the CPS proposal emerged from administrative goals to increase the visibility of the School of Education, they will be accomplished with no net increase in administrative overhead. Additionally, they will be undertaken to strengthen and grow existing programs, create greater curricular synergies, and expand connections and collaborations with the private and public sector economies of the greater Fort Wayne region.

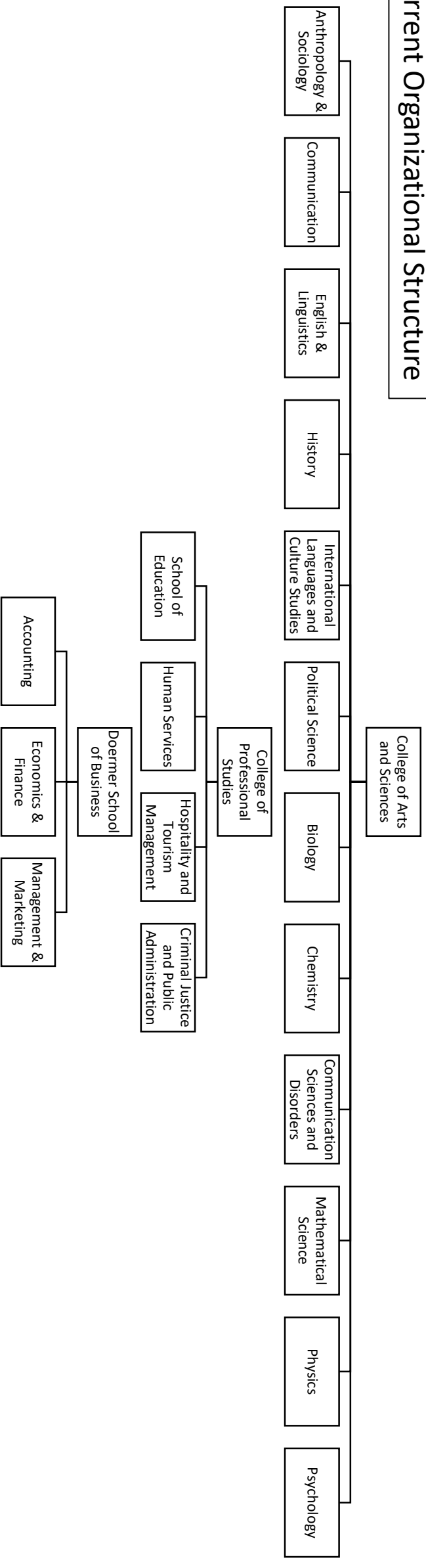
The College of Arts and Sciences at Purdue University Fort Wayne currently is comprised of twelve departments and multiple programs in the natural sciences, behavioral and social sciences, and humanities (Appendix A). The faculty of the College has become increasingly aware that the heterogeneity of disciplines, differing views on learning outcomes, and a lack of unified vision have hindered recruitment, fundraising, and curricular innovation. Thus, the faculty propose the separation of the College of Arts and Sciences into two smaller colleges in order to allow each to develop a more focused mission and clearer sense of identity. This will, in turn, promote the efficiency and nimbleness needed to advance each units' goals. This process has been approved by the affected departments, the College of Arts and Sciences Council, and the Purdue Fort Wayne Senate.

In turn, the College of Professional Studies will be eliminated and the currently embedded School of Education will become a stand-alone unit. This change is designed to allow the SOE to expand its mission and impact. As the University enacts its Strategic Plan, it is of great importance that the SOE be more visible in the community and collaborate in solving local problems, such as partnering with local districts to create "Grow Your Own Teachers" programs. The proposed structural changes allow the SOE to focus its mission and curriculum in ways to address the needs of our metropolitan area without the burden of an overlying administrative layer. The School of Education will be divided into two departments (Teacher Education & Counseling & Graduate Education) and joined by the Department of Human Services. The remaining departments currently part of the College of Professional Studies have elected to join Colleges or Schools that best match their goals and missions (Appendix A) so that those programs will continue to attract high-quality students to Purdue University Fort Wayne, build synergies with other allied departments, and expand their impact on the greater Fort Wayne Community.

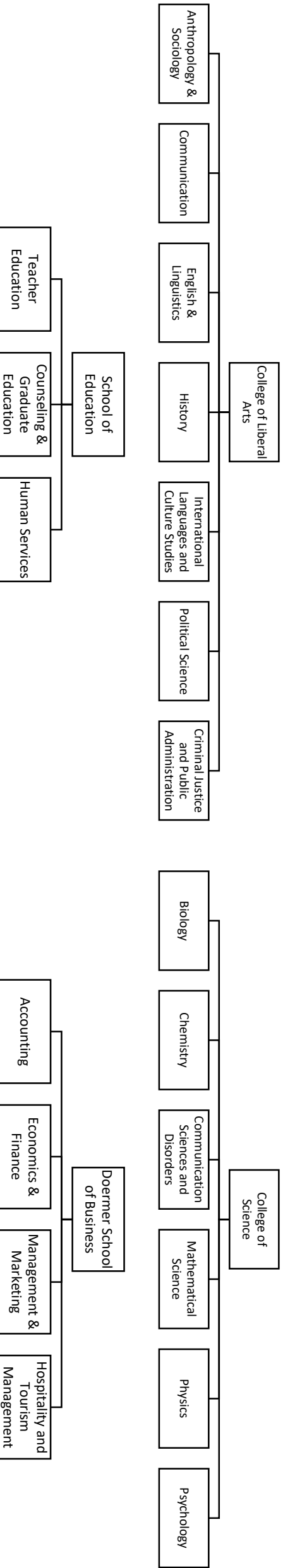
Each unit has created a plan for restructuring based on the proposed changes. CoLA and CoS have established transition teams that have been working to develop mission statements and governance documents. Already, a clearer focus and stronger sense of identity has emerged from these planning processes. Details of program integrity and shared governance, promotion and tenure procedures, and curriculum are presented in Appendices B, C, and D.

Importantly, this proposed restructuring results in an academic organization consistent with the separate colleges of science, colleges of liberal arts, and schools of education at Purdue University West Lafayette and Indiana University Purdue University Indianapolis. The creation of the proposed College of Liberal Arts and College of Science, as well as the elimination of the College of Professional Studies will result in a more cohesive, strong, and agile structure without expanding administrative overhead. Students and their influencers will more easily identify with this structure and the change will facilitate fundraising efforts directed at corporate and community partners.

Current Organizational Structure



Proposed Organizational Structure



Appendix B

Program Integrity and Shared Governance within Proposed Structure

The organizational changes contained within this proposal have resulted in faculty achieving greater curricular focus and identity coupled with an administrative desire to not expand administrative overhead. As such, unlike previous organizational changes on campus, there is no desire to achieve cost savings through the elimination of academic programs or faculty lines. Rather, this proposal is strongly motivated by a desire to achieve an organizational structure that encourages collaboration and allows for the expansion and growth of all programs.

With these proposed changes, the colleges and schools have an opportunity to establish internal governance structures that are best aligned with the academic traditions of their contained disciplines. Additionally, these changes will be accompanied by a reapportionment of seats within the Fort Wayne Senate that will provide more balanced representation.

Appendix C

Promotion and Tenure Processes Transitions within Proposed Structure

Pre-tenure faculty in the new or reorganized colleges/schools at Purdue University Fort Wayne are concerned, rightfully, about how their performance will be evaluated within these new structures as they move toward tenure. As a way to retain local control by departments during this transition, a process that mirrors our procedures for librarians is proposed. Currently, Promotion and Tenure cases for librarians are reviewed by a local committee and the Dean before being evaluated by the Campus Promotion and Tenure Committee. Establishing a similar process where cases from the departments of Hospitality and Tourism Management and Human services could be reviewed by a local (department) committee, the Chair of the Department, and the Dean of the College/Director of the School before being reviewed by the campus committee is envisioned. The department of Criminal Justice and Public Administration will be fully integrated within the new College of Liberal Arts P&T process.

Subsequently, and as part of the transition process, the Schools of Business and Education will develop processes for the evaluation tenure-track faculty hired in/after Fall 2021. Current probationary faculty members will have the option to adopt the new processes if they believe they will benefit from the changes.