

Institutions of higher education are continually impacted by changing market and societal conditions and must constantly adapt to changing student and stakeholder needs. It is important that an institution's administrative structure for academic programs be designed to position the institution for timely, agile responses to changing conditions, to capitalize on emerging opportunities and to provide students the best possible learning experiences. Since the last campus-wide restructuring at UW-Stout, which occurred more than a decade ago, there have been a number of significant internal and external changes that have affected the University. Several indicators have led the UW-Stout community to consider a modified structure, or a realignment of academic programs in the Division of Academic and Student Affairs, to enable the campus to meet the current needs of faculty, staff and students and position UW-Stout for increased competitiveness and future growth.

This discussion paper includes the goals of academic program realignment, guiding principles, opportunities for faculty and staff input and a suggested timeline. This document was developed in consultation with the Deans and Associate Deans, the chairs of the Faculty Senate and Senate of Academic Staff and the Director of Budget, Planning and Analysis.

Goals of Academic Program Realignment

The five intended outcomes of the proposed program realignment are to:

1. Group similar programs, departments and disciplines together in units so they are **better** able to address common issues, share curriculum and resources, develop new programs, maximize capabilities, minimize duplication and work under common leadership.
2. Capitalize on trends and opportunities that have emerged over the past decade and position the campus for growth. Some important examples include:

Increased student interest in health and human service related programs. Enrollment in these programs is strong and employer demand is growing rapidly in these fields. There is a need to develop additional academic programs in health-related areas.

Growth of STEM (Science, Technology, Engineering and Math) as a concept in education, research and industry. UW-Stout has developed new programs in Applied Science/Nanotechnology, Applied Mathematics and Computer Science/Bioinformatics, Manufacturing Engineering, Engineering Technology and Information and Communication Technologies and is in the process of developing two new engineering programs.

Increase in number of management-oriented programs. In the past decade, UW-Stout has launched new degree programs in Management, Service Management and Golf Enterprise Management. Student interest in these programs is extremely high and many of these programs are utilizing non-traditional delivery models to reach students.

Creation of the School of Education (SOE). The programs in this unit were successfully reaccredited by the Department of Public Instruction. SOE has launched a new program in Special Education, developed several new sub-majors and is providing online courses to educators worldwide.

3. Align programs with an administrative structure that will strengthen UW-Stout's mission and polytechnic identity and position UW-Stout among its national polytechnic peers. Expand technology

transfer and outreach efforts to more fully realize regional economic growth and strengthen ties with external partners and stakeholders.

4. Develop an administrative structure of units that is more descriptive and understandable to both internal and external audiences, including potential faculty and staff hires, and provide greater brand identity to administrative and academic units. It is desirable to have an organizational structure that clearly explains who we are and what we do as an institution.

5. Provide a more coordinated approach to facilitate efforts of faculty and staff interested in interdisciplinary and collaborative programs including the Curriculum Incubation Center, Learning Communities, First Year Experience, Project Lead the Way and the University Honors Program. A coordinated approach is also needed to facilitate joint appointments, team teaching, faculty-student research initiatives and faculty involvement in Student Services initiatives.

Guiding Principles

In addition to the principles developed by the Faculty Senate and Senate of Academic Staff, program realignment will take place in accordance with the following administrative principles:

- No academic programs, outreach units or individuals will be eliminated as a result of the realignment. The administrative structure for academic programs will continue to include Program Directors, Department Chairs and Deans. No individual will be jeopardized, in terms of renewal, promotion or tenure or other personnel issues, because of this realignment.
- The realignment is intended to better position UW-Stout for the 21st Century; it is not being implemented to address budgetary issues. The Budget, Planning and Analysis Office will conduct cost and FTE analyses for each of the final organizational models to be considered by the campus so the costs and benefits of each model can be reviewed.
- The new organizational structure will be considered in future planning and allocation of space and facilities. In the long term, there may be some movement of offices, programs and departments to support the new structure. However, in the short term, faculty and staff will remain in assigned offices and continue to teach in assigned classrooms.

Timeline and Opportunities for Input

The Chancellor and Provost began formal discussion of program realignment with the Faculty Senate and Senate of Academic Staff in the spring semester of 2007. Also, a committee composed of representatives from the Faculty Senate and the Senate of Academic Staff met several times and drafted a set of realignment principles that were approved in May of 2007. The principles were then discussed by the Deans along with additional considerations. The Provost, Deans and Associate Deans discussed the content for this discussion paper and are currently reviewing potential realignment models.

This discussion paper, along with the Senate's Realignment Document and up to three draft models, will be one of several key topics discussed at the Strategic Planning Group Retreat to be held on July 23 and 24, 2007. Participants in the retreat include Chancellor's Advisory Council members plus additional representatives from the Faculty Senate, Senate of Academic Staff, Classified Staff, and Stout Student Association.

In the fall of 2007, the campus will hold a series of listening sessions, open to all faculty, staff and students, to discuss the outcomes of the Strategic Planning Group Retreat and continue planning for next year. During the sessions, faculty and staff will have the opportunity to comment on program realignment concepts and models and on other campus priorities. These sessions will be similar to the sessions that have been held every fall for more than 10 years.

In addition to the listening sessions, faculty and staff will have additional opportunities to provide input into the program realignment process through comment cards. There will also be a web-based discussion board for faculty and staff to exchange ideas on program realignment and the other campus priorities. Other opportunities for input include Faculty Senate and Senate of the Academic Staff meetings and college/SOE meetings to be held during the fall semester. The Chancellor and Provost will be available to answer questions and address concerns at any time.

At the end of the fall semester, input from all sources will be summarized and reviewed. The Provost, Deans and Senate Leaders will work with the Chancellor and the Office of Budget, Planning and Analysis to finalize one of the realignment models for adoption by the campus.

Information about the new model will be shared widely with the campus in January 2008, and it is proposed that the new administrative structure would go into effect in July 2008. This will provide sufficient time to plan for any budget changes associated with the new model.

Conclusion

There are many ways to structure a university; the possibilities are endless. As the campus continues to evolve, so must the structure. UW-Stout began as the Stout Manual Training School in 1891 with two primary programs: Manual Training and Domestic Science. Over the past century, there have been four major name changes and several new programs were added. Some of these developments, such as the addition of art programs, were highly controversial at the time. UW-Stout has been successful due to its ability to recognize changes in the external environment, embrace these changes and keep its programs and services current with the needs of students and employers.

UW-Stout is uniquely positioned in a rapidly changing geographic region that is facing demographic, economic, and environmental changes. As Wisconsin's Polytechnic University, the university will be looked upon to lead and guide the future of our region through our high quality academic programs and our wide range of partnerships with businesses, industries and other educational institutions. Realignment will build upon the strengths of the university and create a culture across the campus of creating and developing our region with care and sustainability in mind.

The proposed realignment, while not intended to be a drastic change in the administration or academic operation of the campus, is designed to achieve five major goals and benefit faculty, staff and students alike. However, it is recognized that a new administrative and academic structure alone can not address every problem or issue. Although one of the goals realignment is to promote increased collaboration, a new organizational structure alone is not enough to create a campus-wide culture of collaboration, sharing and interdisciplinary teamwork. It is largely up to interested individuals to make the effort needed to communicate with others across the campus.

As always, your patience, understanding, open-mindedness and ideas are appreciated as we engage the campus in the program realignment process over the next several months.