Academic Structure
Review

Overview
November 2021
Academic Structures Working Group

• Chancellor Plowman convened in May 2021

• Group included 19 academic leaders
  - At least one representative from each college
  - Met bi-weekly for four months (June to September 2021)

• Completed first phase of work in September 2021
  - Report to the Chancellor

Today’s Presentation

• Process
• Report: A Starting Point
• Next Steps
Charge Given to the Group

Guiding Questions
• Do we have the right set of colleges to advance our strategic vision? If not, what is missing?
• Are there alternatives to our existing structures that would better advance the goals of our strategic vision? If so, what are they? What are the strengths and weaknesses of each alternative?

Assumptions
• Proactive, undertaken in anticipation of our new strategic vision
• No change to department structure or faculty lines
• Not a cost management or reduction-in-force effort
Our Process

1. PHASE 1
   Initial Review
   May – September 2021
   - Review of current structure
     - Institutional data
     - Trends in higher education
     - Peer structures/ case studies
   - Outline starting point for campus
   - Begin campus engagement plan

MILESTONE: Report Delivered to Chancellor Plowman
COMPLETED: September 30

2A. PHASE 2A
   Campus Engagement
   Fall 2021 – Early Spring 2022
   - Campus engagement period for feedback and consultation

MILESTONE: Summary of Campus Feedback

2B. PHASE 2B
   Working Group Review
   Complete – Spring 2022
   - Working group completes analysis of input from campus engagement

MILESTONE: Final Report
College Structure Today

Percentage of Faculty by College,
Fall 2019*

- Arts and Sciences: 39%
- Engineering: 12%
- Agriculture: 9%
- Business: 9%
- EHHS: 9%
- Veterinary Medicine: 5%
- Nursing: 4%
- Social Work: 4%
- Architecture: 3%
- Law: 2%
- CCI: 4%
- ArchitectureLaw

College Structure

- 11 colleges
- Vary in size of faculty*
  - 1 college over 700 faculty
  - 5 colleges between 250 and 100
  - 5 less than 100
- Vary in structure
  - 3 colleges have no departments
  - Largest college has 20+ departments

*Includes instructional, research, public service faculty as of Fall 2019
### College Structure Today

<table>
<thead>
<tr>
<th>College of Law</th>
<th>College of Veterinary Medicine</th>
<th>Herbert College of Agriculture</th>
<th>College of Arts and Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty: 42; Fall Enrollment: 369</td>
<td>Faculty: 102; Fall Enrollment: 370</td>
<td>Faculty: 190*; Fall Enrollment: 1,677</td>
<td>Faculty: 789; Fall Enrollment: 8,413</td>
</tr>
<tr>
<td>No academic departments/ schools</td>
<td>Biomedical and Diagnostic Sciences</td>
<td>Agriculture Leadership, Education, and Communications</td>
<td>Anthropology</td>
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<tr>
<td></td>
<td>Large Animal Clinical Sciences</td>
<td>Agriculture and Resource Economics</td>
<td>Art (School of)</td>
</tr>
<tr>
<td></td>
<td>Small Animal Clinical Sciences</td>
<td>Animal Science</td>
<td>Biochemistry and Cellular, Molecular Biology</td>
</tr>
<tr>
<td></td>
<td>Hospital Operations</td>
<td>Biosystems Engineering and Soil Science</td>
<td>Biology (Division of)</td>
</tr>
<tr>
<td>College of Social Work</td>
<td>Haslam College of Business</td>
<td>Entomology and Plant Pathology</td>
<td>Chemistry</td>
</tr>
<tr>
<td>Faculty: 81; Fall Enrollment: 781</td>
<td>Faculty: 179; Fall Enrollment: 6,005</td>
<td>Food Science and Technology</td>
<td>Classics</td>
</tr>
<tr>
<td></td>
<td>Accounting and Information Management</td>
<td>Forestry, Wildlife, and Fisheries</td>
<td>Earth and Planetary Science</td>
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<tr>
<td>College of Nursing</td>
<td></td>
<td>Plant Sciences</td>
<td>Ecology and Evolutionary Biology</td>
</tr>
<tr>
<td>Faculty: 83; Fall Enrollment: 904</td>
<td></td>
<td></td>
<td>English</td>
</tr>
<tr>
<td></td>
<td>No academic departments/ schools</td>
<td></td>
<td>Geography</td>
</tr>
<tr>
<td>College of Architecture and Design</td>
<td>College of Social Work</td>
<td>No academic departments/ schools</td>
<td>History</td>
</tr>
<tr>
<td>Faculty: 51; Fall Enrollment: 669</td>
<td>College of Nursing</td>
<td>College of Architecture and Design</td>
<td>Mathematics</td>
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<td></td>
<td>College of Social Work</td>
<td>College of Architecture and Design</td>
<td>Microbiology</td>
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<tr>
<td></td>
<td>College of Nursing</td>
<td>College of Architecture and Design</td>
<td>Modern Foreign Languages &amp; Lit</td>
</tr>
<tr>
<td>College of Communication &amp; Information</td>
<td>College of Communication &amp; Information</td>
<td>College of Architecture and Design</td>
<td>Music (School of)</td>
</tr>
<tr>
<td>Faculty: 79; Faculty Enrollment: 1,579</td>
<td>College of Communication &amp; Information</td>
<td>College of Architecture and Design</td>
<td>Philosophy</td>
</tr>
<tr>
<td></td>
<td>School of Information Sciences</td>
<td>College of Architecture and Design</td>
<td>Physics and Astronomy</td>
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<td>School of Advertising and Public Relations</td>
<td>College of Architecture and Design</td>
<td>Political Science</td>
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<td>School of Communication Studies</td>
<td>College of Architecture and Design</td>
<td>Psychology</td>
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<td>School of Journalism and Electronic Media</td>
<td>College of Architecture and Design</td>
<td>Religious Studies</td>
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<td>School of Communication Studies</td>
<td>College of Architecture and Design</td>
<td>Sociology</td>
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<td></td>
<td>School of Journalism and Electronic Media</td>
<td>College of Architecture and Design</td>
<td>Theatre</td>
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<tr>
<td></td>
<td>School of Communication Studies</td>
<td>College of Architecture and Design</td>
<td>Africana Studies (NEW)</td>
</tr>
</tbody>
</table>

**Note:** Faculty counts include instructional, research, public service faculty as of Fall 2019. Fall enrollment count includes undergraduate and graduate students from Fall semester 2019.

* Includes faculty reporting to the Herbert College, AgResearch, and UT Extension. An estimated 120 faculty report to the Herbert College.
UTK in a Rapidly Changing World

Example:
- “Slow Erosion” in Traditional Students (Chart)

Other Drivers of Change:
- New Competition and Alternatives
- New Student and Program Expectations
- Technology
- Resources
Advancing Strategy

To Advance UTK’s Strategic Vision, Academic Structures Should (Examples)....

- Enable innovation in degree options and new programs
- Promote agility in curricular review
- Allow colleges to differentiate and market themselves
- Help faculty engage more productively in collaborative research
- Position colleges to be effective in resource generation
- Support strong faculty governance
A Starting Point - Approaches

No Change: Status quo

All Change: College structure is eliminated in favor of departments

Level of Structural Change

- Process: Review of policies, processes, and procedures address existing roadblocks
- Overlay: Overlay placed atop current structure to catalyze collaboration
- Affinity: College structure is organized by affinity of like-minded subjects
- Scale: College structure is organized for scale
A) Process

<table>
<thead>
<tr>
<th>Description</th>
<th>Process, policy, and procedure change addresses roadblocks to agility, innovation, and interdisciplinarity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example</td>
<td>Process re-design, simplification or coordination to reduce administrative burdens</td>
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<tr>
<td></td>
<td>Greater decentralization or centralization (for example, shared services)</td>
</tr>
<tr>
<td>Structural Change</td>
<td>Limited or no structural change; college structure does not change</td>
</tr>
<tr>
<td></td>
<td>Significant process change</td>
</tr>
</tbody>
</table>
B) Overlay

**Description**
- Promotes collaboration and interdisciplinarity across departments.
- Introduces cross-cutting structures, college administration, or nodal centers

**Example**
- College of Interdisciplinary Studies
- Leadership Positions to Facilitate Interdisciplinary Activity
- Nodal Hubs

**Structural Change**
- Variable – solution dependent
C) Affinity

Description
- Organizes college structure by groupings of like-minded subjects
- Considers combining smaller units, but allows for varying college size

Example
- Several configurations; some possibilities:
  - A foundational studies college for general education
  - A college around creative studies disciplines
  - A college around health or allied health disciplines
  - A college of engineering and sciences

Structural Change
- Moderate structural change
D) Scale

Description
- Organized to be relatively consistent in size and stable in terms of finance (e.g. research, student credit hours)
- Disciplines have common ground, but scale should allow for diversity

Example
- Reduces number of colleges
- Colleges are more even in size

Structural Change
- Significant structural change
Timeline

Spring 2021

Preparation
• Scope, timeline, committee

Complete

Summer 2021

Phase 1
• Initial Review/Process

Complete

Fall 2021

Phase 2A
• Campus Engagement

Fall – Early Spring 2022

Spring 2022

Phase 2B
• Working Group
  Final

Late Spring 2022

Summer 2022

Fall 2022
Next steps: Campus engagement

- Facilitated by Michael Diamond and Mark Robison due to close linkage to strategic plan
- Focused on affinity and overlay proposals based on working group report and in alignment with strategic plan
- Committed to process improvement through Goal 4 of strategic plan (nimble and innovative)
- Expected to be scheduled this fall with sessions in early spring semester
Next steps: Campus engagement

**Town Halls**
Possible topics
- *Setting the stage:* How trends support the need to reimagine
- *The committee’s report:* A closer look at the work of the committee

**Small groups**
Focus on how affinity and overlay visions are connected to six areas:
- Enrollment
- Budget
- Curriculum
- Experiential learning/practice
- Fundraising
- Research

Gather feedback on how affinity and overlay visions compare to option of current structure with process changes

**Survey**

**Working group**
Working with the facilitators, the working group will provide analysis of the input gathered from the engagement.