

Implementing Vision 2020: School Leadership

The Plan for Academic Reorganization: Vision 2020 defines the units and leadership roles within the re-organized academic structure. Questions remain as to reporting structure within Schools, and the role of academic leaders below the level of Director. This document is an attempt to clarify these issues for the purposes of implementation.

1. **Colleges:** Academic Affairs will be organized into four new Colleges: Arts and Sciences; Business and Economic Development; Education and Human Sciences; and Nursing and Health Professions. The academic and administrative head of each college will be a Dean. Deans will hold budget authority for Schools, Centers, and Institutes within their Colleges, and appointment authority over Directors. They will also have authority over resource allocation, management of academic and non-academic programs, and so on, within the scope of their authority as defined by the Provost, IHL and University policies, and the Faculty and Employee Handbooks.
2. **Schools:** The primary administrative unit within Colleges is the School. A Director serves as academic and administrative head of the School. Directors are appointed as 12-month, full-time, administrative employees. The relation between Director and Dean will be similar to that between Dean and Chair of Department within the current structure. Schools will house a number of academic programs. Directors and School faculty will manage and deliver these academic programs as determined by the internal processes of each School.
3. **“Disciplinary Clusters”:** Departments will no longer exist as administrative units. Faculty appointments will be to the School. Directors will have administrative responsibility for all programs housed within the School they lead.
 - a. Schools with a small number of programs, or programs that fall within a single discipline, or small number of disciplines, may operate without organizational structure below Director.
 - b. Larger Schools, housing a number of distinct academic disciplines, will be organized into ‘Disciplinary Clusters’ as an academic home for closely aligned disciplinary programs. These units will exist as managerial conveniences and facilitate School Directors in identifying clear responsibility for delivery, and assessment of closely aligned programs.
 - c. ‘Disciplinary Clusters’ will be composed of faculty teams teaching in the programs within the responsibility of that Cluster. They will have a faculty lead, whose compensation is defined in *Vision 2020*: “Generally, a [faculty lead] ... remains a 9-month faculty member with at-rank pay in the summer to compensate for assessment, orientation, and other duties; he or she also receives 1-2 course reassignments during the academic year for their leadership.” (Appendix III, p. 20). Appendix 13b provides guidance on the potential organization of such Disciplinary Clusters. We presume that some Schools may opt not to organize management of their programs in this way.
4. **Programs:** Programs refer to degrees. These might be distinguished by level (B.A., M.A., PhD) or by discipline (Biological Sciences, Human Capital

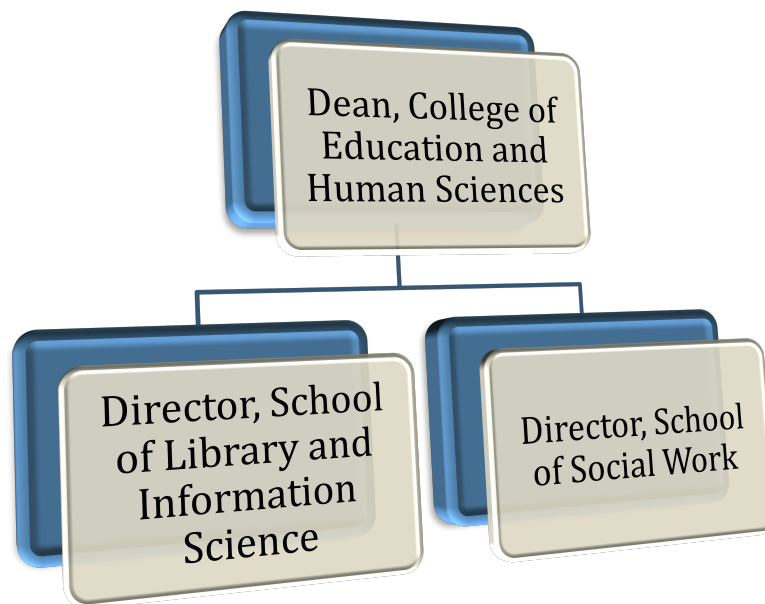
Development, Elementary Education). Programs will be managed by faculty within Schools and Disciplinary Clusters, under the direction of Directors and with the support of Faculty Leads, as appropriate to the number and diversity of the programs housed in the School. Management may, in some instances, require appointment of Program Coordinators, but this can be left to the discretion of individual Schools. The presumption is that programs of varying size and scope will require different kinds of compensation, and that these would be determined by Directors and faculty in consultation with Deans and the Provost.

Responsibilities of Faculty Leads (where appointed):

“The [lead] of a [disciplinary cluster] within a school is a faculty member who oversees curriculum delivery, manages assessment of programs within that unit, and represents the programs during summer Orientation. [Leads] are not administrators but rather faculty members who lead other faculty to effectively manage programs and advise the school director on matters related to faculty, student success, and curriculum. The primary duties of a ... [lead] center on assessment, collection of information, and general support to faculty and students in the unit. He or she is expected to be in residence for summer orientation sessions and to submit materials related to scheduling and advising during the summer months as needed. The ... [lead] will serve a three-year term passed among associate and full tenured professors and as nominated and voted upon by the [disciplinary cluster] faculty.” *Vision 2020*, Appendix III, p. 20-21.

Examples:

1. Schools without ‘Disciplinary Clusters’:



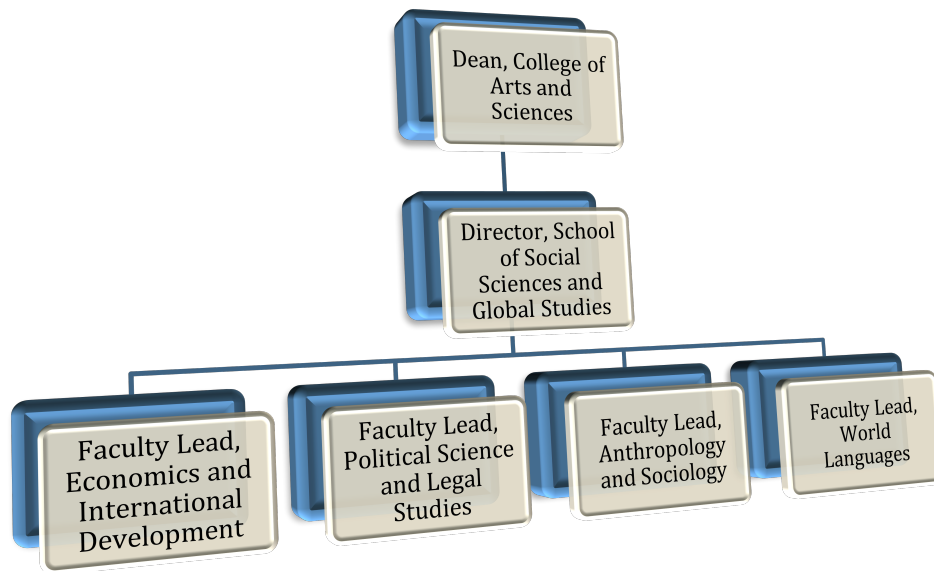
School of Library and Information Science, housing:

- Archives and Special Collections Graduate Certificate
- Library and Information Science BS
- Library and Information Science MLIS
- Youth Services and Literature Graduate Certificate

School of Social Work, housing:

- Social Work BSW
- Social Work MSW

2. Schools with ‘Disciplinary Clusters’:



Economics and International Development, housing:

- Economics BA
- International Development PhD

Political Science and Legal Studies, housing:

- Political Science BA
- Political Science BS
- Political Science MA
- Legal Studies BA

Anthropology and Sociology, housing:

- Anthropology BA
- Anthropology MA
- Sociology BA
- Sociology BS
- Nonprofit Studies Graduate Certificate

World Languages, housing:

- Foreign Languages BA

- Teaching English to Speakers of Other Languages Graduate Certificate
- Teaching of Languages MATL