

S P E C I A L S E N A T E M E E T I N G

Wednesday May 6, 1981

2:30 - 4:00 p.m.

Student Service Center, Room 107

The purpose of the special Senate meeting is to discuss the attached proposal on University organization from Sandra Barkdull.

NB.: The special meeting is a meeting of the present Senate.

The special meeting starts at 2:30, following the Nomination meeting.

The Nomination meeting of the Senate (2:00-2:30) is a meeting of the 1981-82 Senate.



CALIFORNIA STATE UNIVERSITY. SACRAMENTO

6000 J STREET, SACRAMENTO, CALIFORNIA 95819

OFFICE OF THE PRESIDENT
Vice President for Academic Affairs

April 22, 1981

M E M O R A N D U M

TO: Deans/Division Chairs
Department Chairs
Program Directors

FROM: *Sandra Barkdull*
Sandra Barkdull
Vice President for
Academic Affairs

Attached is a proposed organization chart for the academic area of the University. In developing this proposal, the working definitions adapted from those discussed by the Commission on Organization and Governance have been used. These definitions are also attached.

In developing this proposal, the files and reports of the Academic Organization Committee (October 1975 - December 1976) and the Commission on Organization and Governance were reviewed. Particular attention has been paid to the criteria developed by the Academic Organization Committee. Written materials have been received and reviewed and many hours have been spent in formal meetings with various faculty and faculty groups.

In these meetings, reasons for looking at our organizational structure at this time have been clarified. The questions asked have been: Does the structure encourage coordination among related program areas? Would other structures enhance curriculum planning and development? Does the structure provide equity in the use of resources and in representation? Can we use clerical, administrative, and space more effectively without damaging academic programs?

Arts and Sciences

There is a strong feeling in the school that its basic structure should be maintained. This structure housing University core programs as defined by the Board of Trustees and designated by the University Planning Committee, enhances the school's ability to carry out its mission. Desire for a School of Science and Mathematics has diminished considerably in recent years although it has not entirely vanished.

It is necessary to have a strong unit with the responsibility to provide a strong General Education and liberal arts foundation for all University students. Without such a unit, the University would become a cluster of professional schools, each responsible for training in a somewhat narrow range of occupational fields.

Within the school, as presently structured, several needs are not met. There is a need for coordination of curriculum planning and for coordination of public and community relations in the creative and performing arts. A Center for Creative Arts may be the way to accomplish these objectives within the framework of Arts and Sciences. Several faculty have suggested creation of a Center for Public Policy and Applied Social Science to bring together faculty from all departments and schools with interest and expertise in these areas. There is also a need to streamline the school's curriculum review process.

Under the proposed structure General Education, Ethnic Studies, Environmental Studies, and the academic side of the Learning Skills Center would be assigned to Arts and Sciences. Administrative responsi-

bility for General Education is in keeping with the school's mission. Ethnic Studies and Environmental Studies are liberal arts programs. Moreover, including these programs in Arts and Sciences eliminates the organizationally unsound mixture of line and staff responsibilities within Academic Affairs. There is an increasing need for closer coordination between the Learning Skills Center and the Departments of Mathematics and English.

Small departments within the school are not cost effective. Merging of space as well as administrative and clerical support are necessary and can be done in some cases without merging departments, programs, PRT or TSA's. Such an arrangement has been agreed to by the Chemistry and Geology departments. In other cases, it is necessary to merge departments or to create formal planning relationships to promote the educational objectives of the units and to ensure effective use of common resources. Examples of these latter cases include the foreign languages which have basically the same educational objectives and use common types of facilities and equipment regardless of the language involved. Another example is Geography and Environmental Studies which possess environmental planning objectives in common.

The school would need additional administrative time to accomplish the additional tasks assigned. A twelve-month position would be necessary in the school office. However, internal reallocation of resources can be realized and a net increase of administrative time should not be necessary.

To move toward accomplishing these goals, the following proposals are made:

1. Administrative responsibility for General Education will be assigned to Arts and Sciences.

2. The three departments of French/Italian, German/Classics/Russian, and Spanish/Portuguese will be merged into a single Foreign Language department with appropriate TSA's assigned to faculty in the department.
3. Geography and Environmental Studies are to establish permanent curriculum planning committees and are to be housed in close proximity to encourage working together on common educational objectives.
4. Ethnic Studies is to be assigned administratively to the School to facilitate curriculum planning with the social sciences and humanities.
5. The academic reporting relationship of the Learning Skills Center will be assigned to the School of Arts and Sciences.
6. The school will have the following tasks:
 - to streamline its curriculum processes so that curriculum reviews, course approvals, and review of new program proposals can be completed in a timely manner.
 - to develop liaison with professional schools regarding General Education.
 - to review and recommend changes in the course approval process for General Education referring recommendations

to the Academic Senate and General Education Committee as appropriate. All General Education advising will remain in the Academic Advising Center.

- to develop a planning mechanism for the Learning Skills Center.

- to define core majors in those areas identified by the University Planning Committee.

Business and Public Administration

After several discussions with the faculty and Dean Gerber, the appropriate location for Recreation and Park Administration is uncertain. The objectives of the program are changing and its future direction is not entirely clear. Faculty in the program need time to consider the results of the recent accreditation and program review. During the 1981-82 academic year, the Recreation and Park Administration faculty should develop the program's mission and plan its future direction. When this process is completed, the program's place in the University structure should be re-examined and a decision reached by the end of the 1981-82 school year.

School of Education

The School has spent years studying its own internal structure and this year has developed a sound program for change. The School should be commended for its efforts in dealing with a difficult problem.

It has been suggested at various times that Physical Education should be part of the School. Since the Physical Education curriculum is much less concentrated on teacher training now than in the past, this does not seem appropriate.

School of Engineering and Computer Science

The School does not favor a combination with Science and Mathematics. In the view of school faculty service areas would be dominated by the professional programs in such a combination.

The School's rapid growth in majors, particularly in Computer Science, and its large number of part-time faculty has placed a tremendous burden on the department chairs and the dean. Three department chairs have six units of administrative time for the academic year; one chair is on a twelve-month appointment. The School should have an associate dean and a twelve-month chair in Computer Science. Administrative time should be increased in the other departments. Part of the associate dean's responsibility should be to provide liaison with science and math areas supporting engineering and computer science programs.

School of Health and Human Services

There is strong sentiment among the faculty of Social Work and Nursing to retain their present administrative structure. Nevertheless, there is an overriding University need to coordinate and promote offerings in the health related disciplines. In addition to the foundation science courses offered in Arts and Sciences, Nursing, Social Work, Physical Education, Health and Safety, and to some lesser degree Education and Recreational and Park Administration, all offer courses dealing with health and its related social and economic issues. An administrative mechanism is necessary for coordinating these various programs, for assessing programmatic needs, and for determining effective ways to meet those needs.

Criminal Justice and Social Work offer extensive programs in the field of corrections. Although it is recognized that the orientation of these two programs are diverse, both have similar clientele, interests and in many cases utilize the same community agencies in their instructional programs. Consultative planning in curriculum offerings, cooperative use of faculty, and coordination in the utilization of community agencies are to be encouraged and promoted.

Health and Safety Studies has been hampered by a small faculty and departmental isolation from other related disciplines. These factors have handicapped the department to such an extent that it has had to suspend the offering of its M.A. degree in Health and Safety Studies although there continues to be considerable demand for advanced training in health science and health care administration. Physical Education has a number of highly qualified faculty in health science fields and has existing programs in adapted, pre-therapy, biodynamics, and athletic training. Combining the resources and talents of these two units can strengthen both and provide a strong nucleus for cooperative and futuristic planning in health science fields.

In order to move toward the outlined goals, the following is proposed:

1. the creation of a School of Health and Human Services with a supporting divisional structure of the Division of Criminal Justice, the Division of Health and Physical Education, the Division of Nursing, the Division of Social Work

The divisional structure is utilized to provide for the autonomy important to the disciplines while also providing a structure that will support and encourage the promotion of the University's goals for the units.

2. the merger of Health and Safety Studies with the Department of Physical Education to create the Division of Health and Physical Education. Intercollegiate Athletics will report to the school dean.

The school would have the following tasks:

1. to develop a mechanism for assessing programmatic needs in the health related fields.
2. to develop the structure for program planning in the health related areas.
3. to establish a liaison with other academic units that service or provide health related courses.
4. to establish a permanent planning relationship between Social Work and Criminal Justice for the development and delivery of correction programs.
5. to recommend appropriate content for the undergraduate baccalaureate program in Health Science.
6. to consider, in consultation with School of Business Administration, if a master's program in health care administration is feasible and make appropriate recommendations concerning the desirability of such a program.

Conclusion

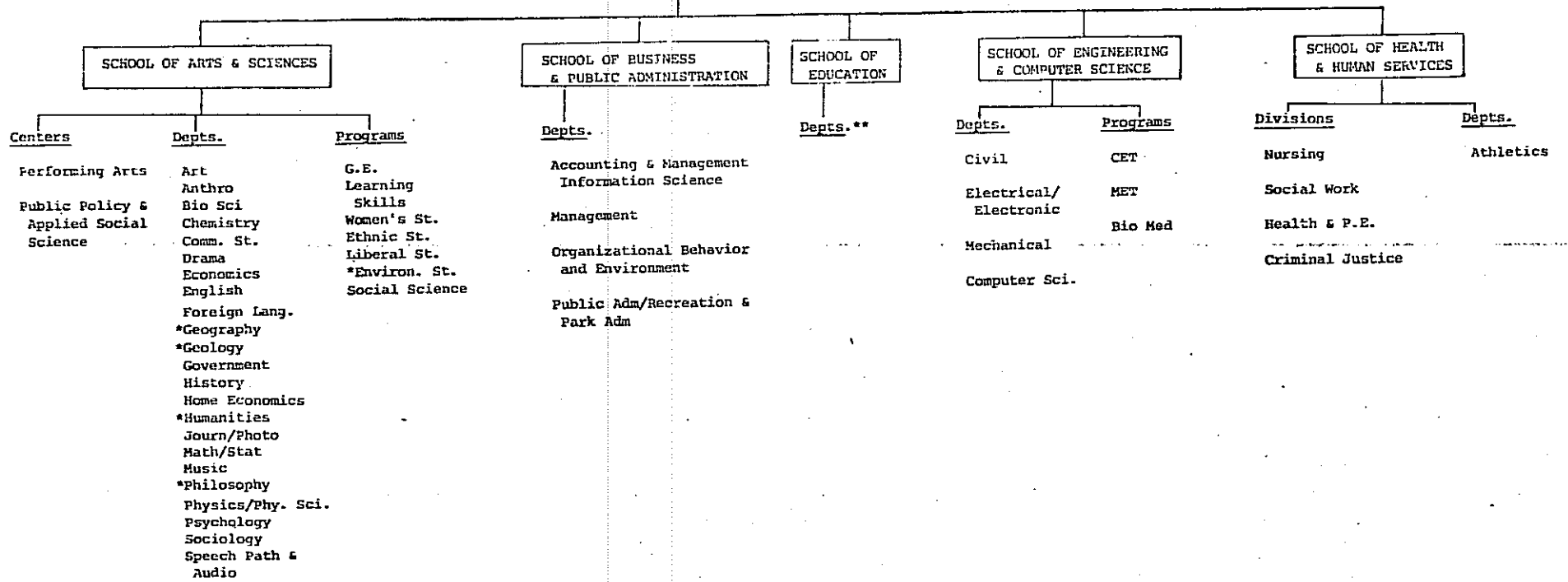
The Academic Affairs Budget Committee will be requested to recommend the appropriate level of administrative support to be assigned to each school. The proposed academic structure has the following goals when compared with the existing structure.

1. Creates balanced units in professional schools providing more equitable use of resources.

2. Emphasizes importance of liberal arts by maintaining Arts and Sciences as a unit, and placing administrative responsibility for General Education in Arts and Sciences.
3. Places administrative responsibility for General Education in the unit which, in fact, offers most of the program improving development, scheduling, and budgeting for the bulk of General Education.
4. Reduces the number of instructional units reporting to VPAA from seven to five and eliminates the line/staff dichotomy in the reporting relationship between instructional units and Academic Affairs. This will permit more delegation of responsibility to deans; free Academic Affairs from day-to-day dean-type chores; will enable Academic Affairs to take direct responsibility for Continuing Education.
5. Combines units with related programmatic needs/interests thus providing a better environment for rational curriculum development and avoiding curriculum overlap, duplication, and proliferation.
6. Links directly the Math and English departments to the Learning Skills Center.
7. Makes more effective use of limited space.
8. Makes more effective use of clerical positions.
9. Makes more effective use of administrative time and allows funding for Affirmative Action Officer and Employee Relations within the budget.

Please submit responses to me by May 6. I will make my final recommendations to the President so that a decision can be made by May 13.

VICE PRESIDENT FOR ACADEMIC AFFAIRS



*Combination of space/clerical/administrative should occur and such combinations are being examined.

**Currently being determined

DEFINITIONS

School: A specialized unit which provides the coursework necessary for completing an academic major or minor usually in one or more professional areas.

Division: A unit smaller and more specialized than a school providing professional training in a more limited area of professional interest often with distinct licensure and/or accreditation requirements.

Center: An umbrella unit which fosters and coordinates curriculum and programmatic development of an interdisciplinary nature.
