

Keep

AA/SL
combination

Subject: Notes from our Conversation -- food for thought
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Thread-Topic: Notes from our Conversation -- food for thought
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Mark,

Here's the list of items I put together after our conversation this morning. I think it contains the main ideas you want to get across. It also includes some of the things I had on the list of "things the interim Provost must do" -- a list I put together before I went to speak with Ballard last week. It does not contain my list of "what an interim Dean of A&S must do" -- because that is not the topic of Thursday's meeting. Besides, that one is much shorter and easier to construct!

The list, obviously, needs to be flushed out. And, there are likely many items that could be. But, it's a start. Add, subtract, beef up, as you wish.

Big Issues:

< Both AA and SL are "service" units that are in place to support and maintain the administrative structure that allows faculty and students to go about the business of education/learning/creating knowledge/etc. The university is getting more complex. Now is the right time to change the climate and structure of AA, but it must be done with vision and with the involvement of the faculty.

< The new complexity seems to contradict the combination (simplification) of AA and SL. We must remember that there is a difference between policy and people. The fact that AA and SL have not worked well together in the past does not necessarily mean that the only way they will work together in the future is if they are both headed by the same person. How does the Chancellor envision the relationship between AA and SL. How does Marilyn envision it? We need a description. If AA and SL are combined, how will this change the relationship between AA and the Division of Research/Graduate Studies?

< Regardless of whether or not AA and SL are combined, we need to clarify the relationship between AA, HS, and the Division of Research (research active faculty have a very big stake in this issue.).

< Faculty need to be involved any large-scale reorganization: we should put together a faculty TASK FORCE to work with Administration to restructure AA

< There must be a NATIONAL SEARCH for the new Provost (in the Fall of 2008) and it must involve faculty.

Smaller/AA restructuring/working/reoccurring issues:

< We need to restructure from the ground up – setting a new tone and recreating from scratch without losing any of the essential services of the division. This means that a lot of people will have to go (back to faculty positions, to other staff positions in the university, or out completely. But, in making staffing changes we have to be careful not to simply replace with like kinds. So, we really need to think out the restructuring first. Answer this question: what are the essential functions of academic affairs? Then we can figure out what the detailed duties and staffing needs of the units that handle those functions. Finally, each of the essential functions of academic affairs has a “homologue” in the Faculty Senate and should work very closely with that homologue.

Here’s my first-pass list of the primary “functions” of AA – in no particular order. (The items marked with asterisk are functions that I would place squarely in AA, but that need to have a strong tie with SL to achieve maximum success. The notes after each item are just my initial thought – they need to be solidified.)

§ Admissions/Registrar/Enrollment management (is all of this now being handled by a “hired gun.”). There is a tie between this and our DE programs that must not be neglected – or abused. We do not want to become another “Univ of Phoenix.”

§ Financial Aid (some of the essential restructuring here has already been done).

§ *Academic Advising (need lots of work, including a revamping of the new student orientation program/courses – should be done in cooperation/collaboration with a faculty subcommittee that has membership from AcStd, UCC, and EPPC – at the least.)

§ Academic Program Development (Linner’s office – must work closely with EPPC and UCC)

§ P&T and Recruiting and Retaining (the new App D and C helps here – must work closely with FacGov and FacWel; possibly with EPPC, and there must be people in place that can handle the simple day-to-day paperwork, phone calls, etc.)

§ *International Programs (needs to be strengthened and made a “showcase” for leadership and global learning)

§ *Outreach programs (too much overlap with international programs; includes service learning – should work with UCC, AcStd, . . .)

§ *Honors Programs (needs to be strengthened, can be used as a recruitment tool for excellent students, could have an international component – must work closely with AcStd and UCC)

§ Distance Education Programs (must be integrated with regular on-campus programs/planning – must work closely with UCC, AcStd, etc. – not just IT- and DE-related committees)

§ Faculty Development (needs to be demolished and recreated from the ground up – should work with many FacSen committees)

§ Budget issues (is there a “budget manager” in the AA office? Who is it? AA should be open with its budgets and should involve UB, just like the library and other units do . . .)

§ Leadership of the Deans (this must be done in accordance with our in-place policies, e.g., the Faculty Manual – there are many, many changes that need to take place here). This part includes interpretations of the FacMan – in concert with the CoF – and insistence on compliance with all in-place policies.

§ Public Relations – on campus, off campus, with the Trustees, etc. (this includes everything from having a receptionist to answer the phones and greet people in the AA office to the Provost’s interactions with interacting with the community and the state).

< We, of course, need to clean house in several academic units/colleges. Three colleges are at the head of the line for house cleaning: A&S, TCS, HE. (BSOM is not on the list because it is being taken care of by Phyllis. The Graduate School is in need of help (still), but for now lets assume that Deirdre is dealing with that.) The Deans of all three of these should probably be replaced, reassigned, or (in the case of one of them) be put on a very short lease for a limited “probation” period.. Why is there not already a search in progress for the HE Dean?

< We need to hire an excellent new Dean for the College of Education – now!

That about sums it up – for now. There is probably more, but I need to take a break and come back to it with a fresh mind. Please do let me know what you think, what I’ve left out, what I should leave out, etc.

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