

Reorganization Report
Faculty Senate Program Evaluation/Reorganization Task Force
February 10, 2021

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Charge: Reduce the number of Deans by two or more.

Narrative (please refer to presentations at Faculty Senate meetings for more information): Stemming from UMKC Forward, there was a request from the Provost and Chancellor to have a Faculty Senate Committee provide input on possible academic organizational structures. This committee's charge was not to reduce/eliminate programs, departments and/or degrees but to give faculty the opportunity to provide input on UMKC's future. This document is a report from the Faculty Senate Reorganization Committee concerning possible scenarios for future academic organizational structures. There are concerns about Faculty Senate's agreement to participate in this effort because of the possible impacts on Faculty, Staff, Departments, and units, but it is the Faculty's role to provide input on the future of the organization. We want to be proactive rather than reactive.

The committee started this process considering the following points in this effort: prepare students for their future careers/goals; to be forward thinking; look for possible collaborations; build upon our strengths; make UMKC unique not only to the KC Area but also UM System; align with KC philanthropy and industry. Ideally, we want to be Kansas City's University.

This proposal should not be seen as building up one unit at the expense of another but providing possibilities and future directions. They are "organic" scenarios for consideration with flexibility of departments to have input in their future (ability to negotiate and provide input on their future). But we do have to acknowledge that units/departments/programs have to be held harmless because there will be unforeseen consequences of reorganization. If the budget is being allocated using majors and generated credit hours, there may be significant impact on the budget. We are not talking about moving chess pieces on the board, they are departments,

programs, and people which have their own identities and because it involves current structures, departments, degrees, programs, staff, services and support (e.g., CRRs, PT, evaluations, space, and endowments).

For the next steps, the current FS Reorganization document needs to be reviewed and possibly revised. Resulting committees need faculty representation from units involved. Reassurances need to be given to departments/units that it does not result in cuts to programs, staff, and faculty. Support and buy-in have to be from the bottom up with oversight and accountability so that prior arrangements/negotiations are transparent.

For this exercise, the professional schools were not considered (School of Dentistry - SOD, Bloch School of Management – Bloch, School of Medicine - SOM, School of Pharmacy - SOP, School of Graduate Studies – SGS, and School of Nursing and Health Sciences - SNHS) due to accreditation and other considerations. After considering many different scenarios, we came up with the following possible scenarios for the remaining schools/colleges: College of Arts and Sciences (CAS), School of Biological and Chemical Sciences (SBC), School of Education (SOE), School of Computing and Engineering (SCE), and School of Law (SOL). Departments that are italicized could be in different units. Again, it must be emphasized that these proposals are flexible and not the final answer. After input and discussion, here are six scenarios submitted for your consideration.

For Scenario 1, it is the current academic structure with 12 schools/colleges, which could also mean that no academic unit would change.

Fixed schools are Medicine, Bloch, Dentistry, SNHS, SGS, and Pharmacy
Schools considered for reorganization are CAS, Conservatory, Education, Law, SCE, and SBC
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Scenario 1: Current Structure of Schools/Colleges at UMKC

COLLEGE OF ARTS AND SCIENCES (CAS)	SCHOOL OF BIOLOGICAL AND CHEMICAL SCIENCES (SBC)	SCHOOL OF COMPUTING AND ENGINEERING (SCE)	CONSERVATORY	SCHOOL OF EDUCATION (SOE)	HW BLOCH SCHOOL OF MANAGEMENT
English Lang. & Lit., MFA Creative Writing Classics	Cell Molecular Biology and Biochemistry (CMBB)	Comp Sci & E Eng	Music	Teacher Education	SCHOOL OF DENTISTRY
Communication Studies, Journalism, Film & Media Arts	Genetics, Developmental, and Evolutionary Biology (GDEB)	Civil & Mech Eng	Dance	Ed Leadership	SCHOOL OF GRADUATE STUDIES
Art and Art History	Chemistry		Theatre	Counseling	SCHOOL OF MEDICINE
AUPD – Urban Studies					SCHOOL OF NURSING AND HEALTH STUDIES
Foreign Lang. & Lit.					SCHOOL OF PHARMACY
Philosophy					
Criminal Justice and Criminology					SCHOOL OF LAW
Economics					
History					
Political Sciences					
Sociology					
Race, Ethnic, and Gender Studies (REGS)					
Social Work					
Psychology					
Earth and Environ. Sci. – Environmental Stud.					
Physics and Astronomy					
Math and Statistics					

SCHOOL OF EDUCATION; SCHOOL OF BIOLOGICAL AND CHEMICAL SCIENCES; SCHOOL OF COMPUTING AND ENGINEERING; CONSERVATORY; SCHOOL OF LAW
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Scenario 2 involves the formation of a “Super College” whereby the departments in four schools (SBC, SCE, SOE, and Conservatory) are moved into CAS and resulting in the elimination of four deans. There are several pros with this solution. The undergraduate programs would be “under one roof” and perhaps reduce the competition between schools. It could enable departments to share resources such as support (e.g., office staff and administrative oversight for finances, research, and academics), equipment, space, and so on. The BLA and BLS would be housed in the same unit and supported by the departments/divisions in that unit. While it would result in the reduction of four deans, there are significant drawbacks including the size of the unit. It would require divisions or some substructure in order for it to function. In addition, there would be increased strain on resources including the budget, accreditation/licensure issues (SCE and SOE), loss of philanthropic identities, current community relationships, and perhaps change to the individual missions.

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Potential Solution: SBC, SCE, Conservatory, and/or SOE into CAS with no changes to other units.

This scenario would reduce the number of deans up to four.

Scenario 2: Super College

COLLEGE OF ARTS AND SCIENCES (CAS)	COLLEGE OF ARTS AND SCIENCES (CAS) continued	COLLEGE OF ARTS AND SCIENCES (CAS) continued	COMMENTS
Communication Studies, Journalism, Film & Media Arts	Cell Molecular Biology and Biochemistry (CMBB)	Comp Sci & E Eng	Pros: Programing and undergraduate degree programs would be under one roof, which may be a reduction of competition among departments. This may result in a change of pattern of growing one department at the expense of other departments.
English Lang. & Lit., MFA Creative Writing Classics	Genetics, Developmental, and Evolutionary Biology (GDEB)	Civil & Mech Eng	Enable departments to share resources (e.g., administrative, equipment) and foster collaboration for courses, research, and degree programs.
AUPD – Urban Studies	Chemistry	Music	Would have major undergraduate programs as well as give a home to Bachelors of Liberal Arts (BLA) and Bachelors of Applied Sciences.
Art and Art History	Teacher Education	Dance	Cons: There is widespread agreement across the campus that CAS is currently too large.
Foreign Lang. & Lit.	Ed Leadership	Theatre	By adding the additional units, there would be an increased strain on budget and current resources stretched across new super college .
Philosophy	Counseling	Applied Language Institute (ALI)	Would likely create a large number of associate deans for oversight of divisions/subschools; this seems contrary to the intent to reduce UMKC administrative overhead costs
Criminal Justice and Criminology	Ed Leadership	Honors Program	Philanthropic efforts, community relations, and community recognition may be negatively affected by putting SOE/SCE/SBC under CAS roof
Economics	Counseling	UMKC Essentials	Impact on programs currently supported by Chancellor (e.g., SOE Institute for Urban Education)
History	Social Work	ROTC	CAS has its own level of general education requirements that would impact students in SOE, SBC, Cons, and SCE.
Political Sciences	Psychology	Bachelor of Liberal Arts (BLA)	Issues with accreditation/licensure of programs for SOE/SCE
Sociology	Earth and Environ. Sci. – Environmental Stud.	High School College Program (HSCP)	
Race, Ethnic, and Gender Studies (REGS)	Math and Statistics		
Physics and Astronomy			

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Scenario 3 involves the formation of a STEM or STEAM unit. It was one of the proposals from UMKC Forward (see that document for more information). For STEM, the CAS physical science and SBC departments would be combined with SCE. For STEAM, AUPD and Digital Art/Design would be added. The founding of this unit would certainly set UMKC apart from other neighboring universities and make it the regional center for technology. Undergraduates in this unit would have flexibility and mobility in their degree path and may result in an increase of the number of qualified applicants for the KC job market. Incorporation of AUPD/Digital Arts brings transportation (MoDOT, KC Trolley), which is natural alignment with Engineering. With the KC industry, there are several positive impacts including synergistic collaborations, internships, and visibility in this region. For this solution, it does result in a large unit that may have accreditation issues.

Charge: Reduce the number of Deans by two or more.

Potential Solution(s): Create STEM/STEAM alternatives. Only changes to CAS, SCE, and SBC.

This scenario would reduce the number of deans by one.

Scenario 3: STEM/STEAM Alternatives

COLLEGE OF ARTS AND SOCIAL SCIENCES (CASS)	STEM	STEAM	COMMENTS
Art and Art History	Comp Sci & E Eng	Comp Sci & E Eng	UMKC Forward proposed STEM/STEAM alternative – see report
Communication Studies, Journalism, Film & Media Arts	Civil & Mech Eng	Civil & Mech Eng	STEM moves SBC and physical sciences into SCE. STEAM moves AUPD and digital art into the unit
English Lang. & Lit., MFA Creative Writing Classics	Physics and Astronomy	Physics and Astronomy	Pros: Make this school the regional expert in technology (research and pedagogy)
Foreign Lang. & Lit.	Math and Statistics	Math and Stats	May result in an increase of the number of qualified UMKC applicants in the KC job market
Philosophy	Earth and Environ. Sci. – Environmental Stud.	Earth and Environ. Sci. – Environmental Stud.	Both enable undergraduates to have flexibility within units for degrees (e.g., engineering to physics) and internships
Criminal Justice and Criminology	Cell Molecular Biology and Biochemistry (CMBB)	AUPD – Urban Studies	STEAM brings data, design, materials, and engineering together and has comment regional workforce initiatives
Economics	Genetics, Developmental, and Evolutionary Biology (GDEB)	Digital Art & Design	Incorporation of AUPD/Digital Arts brings transportation (MoDOT, KC Trolley), which is natural alignment with Engineering.
History	Chemistry	Cell Molecular Biology and Biochemistry (CMBB)	Synergistic collaborations, enhance student recruitment, visibility, and industrial relationships.
Political Sciences	Economics	Genetics, Developmental, and Evolutionary Biology (GDEB)	
Sociology		Chemistry	Cons: It is a large unit with accredited programs (SCE) so may need an associate dean for natural/physical sciences or undergraduate programs.
Race, Ethnic, and Gender Studies (REGS)		Economics	Would result in approximately 2300 students (grads and undergrads) with SCH of 60,000.
Social Work			
Psychology			
Applied Language Institute (ALI)			
Honors Program			
UMKC Essentials			
ROTC			
Bachelor of Liberal Arts (BLA)			
High School College Program (HSCP)			

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Scenario 4 is focused on two different proposals that can be taken separately. The first proposal is to add the MFA in Creative Writing and Film and Media Arts to the Conservatory to make a “Creative” Conservatory. This was considered because it would give our students the opportunity to engage in the “Visual and Performing Arts” from inception (writing) to life (performance/final product). It would result in synergies/collaborations across this unit and positive student mentoring. The second proposal is to move the Social Work, REGs, and Psychology departments into the School of Education tentatively named the School of Education, Urban, and Behavioral Sciences. This would send a strong message to the community that the mission and priorities of UMKC are community-facing and community engagement. It further aligns UMKC with its urban mission. There are already several conversations between SOE Departments and Social Work. SOE Counseling and Counseling Psychology and CAS Clinical Psychology faculty have already engaged in discussions about mergers; programs already share courses, and clinical psychology students use CCAS as a training clinic.

Charge: Reduce the number of Deans by two or more.

Potential Solution(s): Form a Creative Conservatory and School of Education/Urban Studies. Only changes to CAS, Cons and SOE.

This scenario would reduce the number of deans by one.

Scenario 4: Creative Conservatory and SOE+Urban

THE COLLEGE	CONSERVATORY	SCHOOL OF EDUCATION, URBAN AND BEHAVIORAL STUDIES	COMMENTS
Art History	Music	Teacher Education	Pros Creative Conservatory: one stop shop for Visual and Performing Arts – from start (composing/writing) to finished project (performance)
Communication Studies and Journalism	Dance	Ed Leadership	Synergies would have positive impact on student mentoring throughout their career
English Lang. & Lit. - Classics	Theatre	Counseling	Pros for SOE/+Urban: Expanded configurations send a strong message to the community that the mission and priorities of UMKC are community-facing and community engagement
Foreign Lang. & Lit.	Film & Media Arts	Social Work	could strengthen the pipeline programs from local high schools
Philosophy	MFA Creative Writing	Race, Ethnic, and Gender Studies (REGS)	SOE Counseling and Counseling Psychology and CAS Clinical Psychology faculty have already engaged in discussions about mergers; programs already share courses, and clinical psychology students use CCAS as a training clinic
Criminal Justice and Criminology		Psychology	Social Work faculty have already engaged in conversations with SOE faculty. CCAS serves as a training site for one social work student; this collaboration could grow in the future.
Economics		University College	Further aligns SOE mission with the mission of UMKC including urban focus
History			Students who complete teacher preparation coursework but decide they no longer want to be teachers have other possible degree plans
Political Sciences			Cons: University College is an expensive endeavor (mentors for students, supplemental instruction, additional advising). University College will need extensive continued financial support from central administration, as it represents a fiscal challenge
Sociology			
Applied Language Institute (ALI)			
Honors Program			
UMKC Essentials			
ROTC			
Bachelor of Liberal Arts (BLA)			
High School College Program (HSCP)			

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Scenario 5 presents two different Schools of Law and Justice where the differences between 1 and 2 provide possible other alignments including Environmental Sciences, Communication, and REGs. Both would give a unique opportunity for the region to grow its own leadership in policy, governance, and urban development. It is a social mobility escalator for Law that would have the possibility of stackable credentials/degrees as well supporting the UMKC Urban mission. There is also the flexibility for a student to opt into other degrees that are related by the departments/programs. One drawback is the administrative structure and awarding of degrees (Law versus undergraduate degrees). By accreditation, a lawyer would be required as dean.

Charge: Reduce the number of Deans by two or more.

Potential Solution(s): Form a Creative Conservatory and School of Education/Urban Studies. Only changes to CAS, Cons and SOE.

This scenario would reduce the number of deans by one.

Scenario 5: School of Law and Justice

THE COLLEGE	SCHOOL OF LAW AND JUSTICE (1)	SCHOOL OF LAW AND JUSTICE (2)	COMMENTS
Art History	Law	Law	Pros: Differences between 1 and 2 are positioning of possible other alignments including Environmental Sciences, Communication, and Regs.
Communication Studies and Journalism	Philosophy	Philosophy	Provides a unique opportunity for the region to grow its own leadership in policy, governance, and urban development.
English Lang. & Lit. - Classics	Political Sciences	Political Sciences	There is a natural alignment with CAS Departments. Social mobility escalator for law that would have stackable credentials/degrees
Foreign Lang. & Lit.	Criminal Justice and Criminology	Criminal Justice and Criminology	Creates reciprocities in terms of resources and internships.
History	Sociology	Sociology	Is a social mobility escalator for law that would have the possibility of stackable credentials/degrees as well as fulfills the UMKC Urban mission.
Applied Language Institute (ALI)	Economics	Environmental Sciences – Environmental Studies	Students have possibility of degree/program options from certificates to graduate (MS – one year) degrees.
Honors Program		Communication Studies and Journalism	
UMKC Essentials		Race, Ethnic, and Gender Studies (REGS)	Cons: Dean – background would need to be in Law (degree granting). May need a structure such as an Associate Dean (e.g., undergraduate/graduate programs outside of Law).
ROTC		Economics	
Bachelor of Liberal Arts (BLA)			
High School College Program (HSCP)			

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Scenario 6 is the compilation of all of the proposals. It must be reiterated that these scenarios should not be seen as building up one unit at the expense of another but providing possibilities and future directions. They are “organic” scenarios for consideration with flexibility of departments to have input in their future (ability to negotiate and provide input on their future). But we do have to acknowledge that units/departments/programs have to be held harmless because there will be unforeseen consequences of reorganization. If the budget is being allocated using majors and generated credit hours, there may be significant impact on the budget.

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Scenario 6: Overall Vision of UMKC

THE COLLEGE	STEM/STEAM	CONSERVATORY	SCHOOL OF EDUCATION, URBAN AND BEHAVIORAL STUDIES	SCHOOL OF LAW AND JUSTICE
<i>Art and Art History</i>	<i>Comp Sci & E Eng</i>	<i>Music</i>	<i>Teacher Education</i>	<i>Law</i>
<i>Economics</i>	<i>Civil & Mech Eng</i>	<i>Dance</i>	<i>Ed Leadership</i>	<i>Philosophy</i>
<i>English Lang. & Lit. - Classics</i>	<i>Physics and Astronomy</i>	<i>Theatre</i>	<i>Counseling</i>	<i>Political Sciences</i>
<i>Foreign Lang. & Lit.</i>	<i>Math and Stats</i>	<i>Film & Media Arts</i>	<i>Social Work</i>	<i>Race, Ethnic, and Gender Studies (REGS)</i>
<i>History</i>	<i>Digital Art & Design</i>	<i>MFA Creative Writing</i>	<i>Race, Ethnic, and Gender Studies (REGS)</i>	<i>Criminal Justice and Criminology</i>
<i>Economics</i>	<i>AUPD – Urban Studies</i>		<i>Psychology</i>	<i>Sociology</i>
<i>Applied Language Institute (ALI)</i>	<i>Environmental Sciences – Environmental Studies</i>		<i>University College</i>	<i>Environmental Sciences – Environmental Studies</i>
<i>Honors Program</i>	<i>Cell Molecular Biology and Biochemistry (CMBB)</i>			<i>Communication Studies and Journalism</i>
<i>UMKC Essentials</i>	<i>Genetics, Developmental, and Evolutionary Biology (GDEB)</i>			<i>Economics</i>
<i>ROTC</i>	<i>Chemistry</i>			
<i>Bachelor of Liberal Arts (BLA)</i>	<i>Economics</i>			
<i>High School College Program (HSCP)</i>				

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