The Process and Form for Department Restructuring

NDSU Administration continue to desire "merger of small departments" in an effort to generate financial savings. Some perceive potential efficiency gains as well. It seems likely that small department "mergers" are coming at some point in the future. The process leading to it and the result of it are typically fraught with conflict, anger, hurt, and resentment. Instead of being victims of a top-down mandate, this proposal is meant to suggest a new way—restructuring in an "Interim Chair Model" (or other way) that both meets administration goals while, where possible, avoiding the features of the process and "end product" that often lead to conflict, anger, hurt, and resentment.

Main Features of Restructuring Process

- Administration notifies impacted units of coming change
- Administration will host town halls to discuss the change and seek feedback regarding this proposal
- At time of notification, administration provides impacted units a position description for the new shared head position, indicates the timeframe in which the new head will be selected, and indicates how impacted units will be represented in the hiring process
- Hiring process will be the typical traditional/university process consistent with policy
- New administrator starts upon hire. First task: learn each unit. Why? See Main Restructuring Features

Two Restructuring Leadership Models:

1) **Single Chair/ Head oversees multiple Depts: 11-month w/ course(s) release time**
   a. Dept. Coordinators: release time with stipend
2) **"School of …" Chair / Head oversees multiple Programs: 11-month w/ course(s) release time**
   a. Program Coordinators: release time with stipend

Key Goals:
- Maintain autonomy while being part of a new group.
- With any merger eliminate "tyranny of the majority" via voting on common items.
- Seek savings via efficiencies in admin structure.

Option 1: Things that do not change with restructuring model:
- Units remain in same offices and retain unit spaces
- Units retain name
- Unit materials retain original unit name (letterhead, marketing, "swag", etc.)
- Original unit appropriated budget dollar amount remains allocated to unit
- New By-Laws stating common items and each Unit's unique PTE standards*
- Unit retains unit governance of its curricular, hiring, PTE, and other traditional affairs
- Unit retains governance documents—edited only to reflect unit leadership changes due to restructuring*

- Unit retains its meeting format, frequency and schedule—changes are made through traditional unit processes

Option 1: Change with this restructuring model:
- The units will be managed by a single administrator
- Some amount of common operating budget that would be funded by Depts in the new structure
- All unit staff and faculty annual reviews and PTE reviews are done by shared administrator
- All unit staff and faculty related management is the responsibility of shared administrator, including decisions regarding allocation of effort
- Course scheduling by Unit Coordinator within the oversight of the shared administrator
- Unit appropriated resources are retained, their dispersal is managed by shared administrator
- External administrative representation of the units is the responsibility of shared administrator for the purposes of advocacy, fundraising, marketing, participation in university administrator activity, etc.
- The shared administrator is the designated signer of all documents the unit's former head/chair signed (e.g., curricular changes, grade appeals, sabbatical requests, etc.)

Option 2: Things that do not change with restructuring model:
- Program materials retain original unit intention
- Original unit appropriated budget dollar amount remains allocated to the program
- New By-Laws stating common items and each Unit's unique PTE standards*
- Programs retain original unit governance of its curricular, hiring goals, PTE requirements, and other traditional affairs
- Programs retain autonomy in critical key governance documents—edited only to reflect unit leadership changes due to restructuring*
- Program retains its meeting format, frequency, and schedule—changes are made through traditional unit processes

Option 2: Change with this restructuring model:
- New School name created with oversight of single administrator
- Some kind of common operating budget that would be funded by Programs in the new structure
- Department names are removed, and units become programs within the school.
- Program staff and faculty annual reviews and PTE reviews are done by shared administrator
- Program staff and faculty related management is the responsibility of shared administrator, including decisions regarding allocation of effort
- Course scheduling by Unit Coordinator within the oversight of the shared administrator
- Program appropriated resources are retained, their dispersal is managed by shared administrator
- External administrative representation of the units is the responsibility of shared administrator for the purposes of advocacy, fundraising, marketing, participation in university administrator activity, etc.
- The shared administrator is the designated signer of all documents the unit's former head/chair signed (e.g., curricular changes, grade appeals, sabbatical requests, etc.)

Both Option 1 and Option 2 Restructuring must focus on the Positive nature of Change:
- Potential research collaborations
- Potential curricular efficiencies
- Potential cooperation regarding unit work (e.g., marketing)

- Potential cooperation regarding fundraising
- Potential resource sharing (e.g., space)

*It is possible that university administration will require that the PTE and bylaws/governance documents be cut and pasted into joint documents, however, the unit narratives will be preserved in so doing were that required.