



The University of Vermont
FACULTY SENATE

Dear Faculty Senators,

I write with some updated proposals for the Review Processes for Proposals Relating to Academic Unit Structure. The Faculty Senate Executive Council has recommended that we discuss these revised processes further at the April 19 Senate meeting and postpone a vote on them until the May 20 Senate meeting.

These updated proposals attempt to address several of the questions that were raised at the March 22 Senate meeting.

- **Added Section numbers to make it easier to note what part of the document is being referenced.**
- **The configuration of the ad hoc committee for proposal review and the role of the Curricular Affairs Committee in this process. (Section 2.j)**

Chris Burns and Thomas Borchert held discussions with the Chairs of FPPC (Jane Knodell) and CAC (Laura Almstead, Colby Kervick, Stephen Everse) about these questions. The standing committee chairs felt academic structure proposals touched on the charges of multiple committees, so that this process would be best served by an ad hoc committee that brought together representatives from 5 of the 6 standing committees (CAC, FPPC, RSCA, ERTC, SAC) as well as some members from the Senate and Senate Executive Council. These are not curricular questions per se, so CAC plays an important role but not the primary role. Related curricular proposals still need to go through CAC (Section 2.d). A member of the College/School impacted by the proposal should be on the committee as well to add that perspective for Department and School within a College proposals. A single committee may be created for a year to review any proposals on academic structure that might come through, particularly where multiple proposals are anticipated to avoid the potential scenario of having to set up a separate ad hoc committee for every proposal that might come through.
- **A proposed addendum to item C in the timeline section:** the 30-day comment period shall fall wholly during the normal appointment period for 9-month faculty, and no more than five days of a 30-day comment period should occur between fall semester grades admission and the start of spring semester classes.

This language has been added (Section 4.c)
- **The desire to clarify the impacts of proposed restructuring on curriculum within the proposal and review process.**

Unclear what this concern was and how it differs from what is outlined in Section 2 (2.d or 2.e depending on the process).
- **A need for clarity around what happens at the end of the review process. What happens if the Senate votes no? Must the Senate vote yes for the proposal to move forward to the Board of Trustees?**

The Senate's role in these matters falls under Section 1.2 of the Senate CBL. Here are the items that fall

under Section 1.2.

1.2 To review, to recommend, and to participate in the formulation of policy with regard to:

- a. Institutional priorities.
- b. The allocation and utilization of the University's human, fiscal, and physical resources.
- c. Academic organization, including the establishment or elimination of colleges and departments and the reorganization of the general university and college academic structure.
- d. Faculty appointment, promotion, tenure, dismissal, leaves, and economic benefits. The Senate shall also participate in decisions regarding the application of these established policies to individual faculty members.
- e. Admission procedures and quotas.
- f. Student financial aid.
- g. The library, the academic computing center, the Center for Teaching and Learning, the instrumentation and model facility, media services, the university store, the museum, supporting services, etc., as they affect scholarly activities and research.
- h. Administrative procedures and organizational structure.
- i. The appointment and promotion of academic and policy-level administrative officers including all those at the budget management level whose functions are university wide.
- j. The regulations concerning, and the awarding of, honorary degrees.
- k. The distribution of unrestricted funds made available to the University for discretionary allocation in support of research or scholarly work

These are items where the Senate has less clear authority than those listed in Section 2.1. Faculty Senate bylaws at other institutions show the Senate's role on these questions as advisory and consultative.

- <http://www.ubalt.edu/about-ub/shared-governance/faculty-senate.cfm>

- <https://wmich.edu/policies/organizational-changes-academic-units-curriculum-review>

- <https://senate.psu.edu/senators/other-committees/senate-council/guidelines-for-review-of-the-establishment-reorganization-academic-naming-or-discontinuation-of-academic-organizational-units/>

Penn State's guidance does give some options for how to communicate Senate opinion (in their case it is only reviewed by the Senate Council). Some language taken directly from the Penn State guidance is included in Section 4.d as draft language that attempts to provide additional clarity on what happens at the end of the Senate process.

- **The desire for more specific language on the requirement for voting on a proposal at the department level.** Some additional language has been added in Section 2 to try to spell out who the "relevant voting bodies" might be, but this can be tricky to be specific about depending on the type of proposal and the makeup of a College or School.
- **The possible need for a fourth set of procedures for proposals to move a program or unit between or across schools or colleges, or to move cross college programs into colleges.** This issue has not been addressed yet.

- **The desire for more specific budget and benchmarking, similar to proposals for new programs.** This issue has not been addressed yet as it is unclear how appropriate the language in new program proposals is to these processes.

Chris Burns
Faculty Senate President

Procedures Related to the Establishment, Reorganization, and Elimination of Colleges and Schools

Under the authority of the Board of Trustees, the University of Vermont Faculty Senate is empowered to review, recommend, and participate in the formulation of policy with regard to academic organization, including the establishment or elimination of colleges, schools and departments and the reorganization of the general university and college academic structure (Faculty Senate Constitution and Bylaws, Sect. 1.2.c.). This document lays out the process by which proposals to establish, reorganize or eliminate a College or School at UVM are to be initiated, prepared, and reviewed and specifies the format for such proposals.

Section 1. Definitions (from the University Manual)

College.

A College is an academic unit with a defined and congruent mission in instruction, research and scholarship, and service. With the exception of the Honors College, a College presents degree candidates to the Faculty Senate, which recommends those candidates for the award of appropriate degrees by the Board of Trustees. A College is organized into Departments.

School.

A School is an academic unit with a defined and congruent mission in instruction, research and scholarship, and service, the mission being narrower in scope than that of a College and ordinarily focused upon professional training. A School that is not established within a College presents candidates to the Faculty Senate, which recommends those candidates for the award of appropriate degrees by the Board of Trustees. A School may be located within a College, in which instance it is led by a Director who reports to the Dean. A School may be organized into Departments. A Director is subject to University Manual policies and procedures otherwise applicable to the recruitment, appointment, evaluation and review of Deans

Section 2. Procedures for the Establishment of a College or School or Reorganization Within a College or School

- a. A proposal to establish a new College or School outside of a College (see separate process for proposals to establish a school within a college) is initiated by the Provost.
- b. A proposal to reorganize an existing College or School is initiated by the Dean of that unit.
- c. A proposal to take one or more existing departments/programs to form a new College or School outside of a College should be treated as a proposal to establish a new College or School and not as a proposal to reorganize a College or School. (see separate process for proposals to reorganize a school within a college)
- d. A proposal for a current School inside or outside a College to become a College, or for a College to become a School outside or inside a College, will be treated like a proposal to establish a new School or College. This proposal should come from the Provost.
- e. The following procedure is meant to focus more on administrative structure rather than curricular matters, but it is recognized there may be some overlap with consideration of curricular matters. All curricular proposals (change, new, termination/deactivation, name change) must be written and proposed following approved Curricular Affairs Committee

- processes.
- f. For proposals to reorganize within a College or School, at each level of the review, the head of the relevant voting body (department, appropriate College/School Committee, College/School faculty) should submit a letter in support of the proposal, or a letter that summarizes the reasons for not approving the proposal including any additional information relevant to review of the proposal by the Faculty Senate and the results of the body's vote.
 - g. The timeline will not begin until a proposal is considered complete by both the Provost's office and the Faculty Senate President.
 - h. An ad hoc committee of nine members, to include representatives from the Faculty Senate, the Faculty Senate Executive Council (FSEC), the Senate Curricular Affairs Committee, the Senate Financial and Physical Planning Committee, the Senate Student Affairs Committee, the Senate Educational and Research Technologies Committee, and the Senate Research, Scholarship, and Creative Arts Committee, will review the proposal. The members of the ad hoc review committee and a Chair of the committee will be appointed by the Faculty Senate President in consultation with the Faculty Senate Executive Council. The committee members may not hold primary or secondary appointments in academic unit(s) that are the subject of the proposal. The Senate Executive Council may instruct the ad hoc committee to review any additional proposals relating to academic structure (College/School, School within a College, Department) in that same academic calendar year.
 - i. Following review by the ad hoc committee, all proposals must also be considered by the Faculty Senate, with Senate action promptly communicated to the President and Provost, with a request that they be forwarded to the Board of Trustees for a vote.

Deleted: five

Section 3. Proposal Guidelines for the Establishment of a College or School or Reorganization Within a College or School

- a. Abstract
 - i. A one-page summary of the essential information from each of the sections below. Please submit this abstract both as an introduction to the proposal and as a separate document; proposals will not be considered complete without the abstract.
- b. Description
 - i. For reorganization proposals, please provide a detailed description of the proposed academic structure, including graphic representations of the old and the new structure
 - ii. For new College or School proposals, please provide a detailed description of the proposed College or School. The description should clearly demonstrate how the proposed unit meets the definition of College or School.
- c. Rationale
 - i. As in the description section above, if a new College or School is proposed, outline how the proposed unit meets the above definitions of College or School, including having a defined mission in instruction, research and scholarship, and service.
 - ii. Clearly describe the rationale behind this proposal including reasons why other options are not appropriate.
- d. History of the academic unit(s) included in the proposal
 - i. When was the academic unit(s) formed?
 - ii. Have there been any significant changes, including name changes, since the time of formation? If so, provide a summary of these changes.
- e. Goals

Draft, April 12, 2021

- i. What are the goals of the proposed new academic structure and how do they align with the mission of the University?
- ii. How will the new administrative model achieve the stated goals?
- f. Impact
 - i. What will the impact of the proposed academic structure be on:
 - a. Students, both undergraduate and graduate?
 - b. Faculty?
 - c. Staff?
 - d. The unit's academic programs?
 - e. Other academic units and programs at UVM?
- g. Budget
 - i. What will be the effect of the new academic structure on the budget and operations of the University, or College/School, and the unit's programs?
 - ii. Include data that is relevant to the financial sustainability of the proposed new administrative structure.
- h. Benchmarking
 - i. Have other universities reconfigured their administrative structure to reach this model? If so, what is known about the history and outcomes at those institutions?
- i. Evaluation
 - i. How will the performance of the new or restructured School be evaluated? Please outline existing or additional processes with the housing unit that will be used for evaluation of the School's success, and whether it has met the expected goals outlined above.
- j. Summary of Communications with academic units likely to be involved in or affected by the proposal.
 - i. Summarize all communications with the academic units likely to be involved in or affected by the proposal, including the details indicated below. Include all written communications (e.g. emails, memos) in an appendix to the request.
 - a. individuals involved and roles/positions
 - b. primary points of discussion
 - c. any alternatives offered
 - d. outcome(s) of the communication
- k. Schedule
 - i. What is the proposed implementation schedule?

Section 4. Process and Timeline for Proposals to Establish New Colleges or Schools or Reorganize Within a College or School

- a. Completed proposals for new Colleges or Schools should be submitted by the Provost to the Faculty Senate.
- b. For proposals to reorganize within a College or School, completed proposals should be submitted to the Vice Provost for Academic and Student Success. If the Provost determines that the proposal is complete and a reasonable case has been made for academic unit restructuring, the Provost will forward the proposal to the Faculty Senate with a request for review. The Provost has **two weeks (14 days)** to make a decision on whether to forward the proposal.
- c. The proposal abstract will then be circulated via email to all faculty, academic deans, and department chairs with a link to a survey to submit feedback/comments; the survey will be

available for **30 days**. The full proposal will be made available by the Faculty Senate office to any faculty member upon request. The 30-day comment period shall fall wholly during the normal appointment period for 9-month faculty, and no more than five days of a 30-day comment period should occur between fall semester grades admission and the start of spring semester classes.

- d. At the time of circulation, an ad hoc committee (membership described above) will be appointed to review the proposal. All feedback collected during the comment period will be made available to the ad hoc committee. During their review, the ad hoc committee may ask the Provost to respond to specific comments. Additionally, the ad hoc committee will meet with the Provost, the Dean of the responsible unit (for reorganization proposals), and program faculty, and may request additional information as part of their review. Upon completion of their review, the ad hoc committee will write a report summarizing any additional information gathered during the review process, provide a rationale for their recommendation, and propose to the Senate one of the following actions:
- a. The (proposed action) be implemented as described in the proposal;
 - b. The (proposed action) be implemented with the following adjustments or conditions;
 - c. The (proposed action) be implemented only if the following concerns can be resolved;
 - d. The (proposed action) not be implemented at the present time, or in the present form, in view of the following perceived difficulties;
 - e. We do not yet have adequate information to evaluate the (proposed action) and therefore request the following clarification before completing our evaluation.

The ad hoc committee will complete its work within **14 days** of the end of the comment period, unless significant issues arise that require additional time for the ad hoc committee to complete its review.

- e. The Chair of the ad hoc committee will write a memo that includes the decision of the committee and a brief summary of the rationale for the decision. The memo and the ad hoc committee's report will be sent to the Faculty Senate President, the Dean of the College/School (for reorganization proposals), and the Provost **within 5 days** of the committee's vote.
- f. The ad hoc committee memo and report will be **considered by the Faculty Senate Executive Committee (FSEC) at their next meeting**. The FSEC may accept the ad hoc committee's position or send the matter back to the ad hoc committee for further discussion, with specific instructions about what aspects of the report require additional consideration and a deadline for the ad hoc committee's response. If additional consideration is requested, the FSEC will consider it at their next meeting.
- g. Once accepted by the FSEC, the proposal will be placed on the agenda for a vote at the next Faculty Senate meeting. Materials including the ad hoc committee's memo report, recommendation, and any other information deemed relevant by the FSEC will be **sent to all Faculty Senators immediately** to allow sufficient time for consideration prior to the Faculty Senate meeting.
- h. Results of the Faculty Senate vote will be communicated to the President and Provost **the day after the Faculty Senate meeting**.
- i. All proposals must also be approved by the Board of Trustees.

Section 5. Elimination of a College or School

- a. Elimination of a College or School requires Board of Trustees approval and would follow either:
 - i. the approval of an academic reorganization of the University.

Commented [A1]: Language taken from the process used by the Penn State Faculty Senate.
<https://senate.psu.edu/senators/other-committees/senate-council/guidelines-for-review-of-the-establishment-reorganization-academic-naming-or-discontinuation-of-academic-organizational-units/>

Deleted: take a vote to support or reject the proposal, and provide rationale to explain their position.

Deleted: and

Draft, April 12, 2021

- ii. the elimination of all of the academic programs offered by departments or programs located within the College or School.

Procedures Related to the Establishment, Reorganization, and Elimination of a School within a College

Under the authority of the Board of Trustees, the University of Vermont Faculty Senate is empowered to review, recommend, and participate in the formulation of policy with regard to academic organization, including the establishment or elimination of colleges, schools and departments and the reorganization of the general university and college academic structure (Faculty Senate Constitution and Bylaws, Sect. 1.2.c.). This document lays out the process by which proposals to establish, reorganize, or eliminate a School within a College at UVM are to be initiated, prepared, and reviewed and specifies the format for such proposals.

Section 1. Definitions (from the University Manual)

School.

A School is an academic unit with a defined and congruent mission in instruction, research and scholarship, and service, the mission being narrower in scope than that of a College and ordinarily focused upon professional training. A School that is not established within a College presents candidates to the Faculty Senate, which recommends those candidates for the award of appropriate degrees by the Board of Trustees. A School may be located within a College, in which instance it is led by a Director who reports to the Dean. A School may be organized into Departments. A Director is subject to University Manual policies and procedures otherwise applicable to the recruitment, appointment, evaluation and review of Deans.

Section 2. Procedures for the Establishment of a School within a College or a Reorganization of a School within a College

- a. A proposal to establish or reorganize a School within a College is initiated by the Dean of that unit in consultation with associate deans, chairs/program directors, and faculty in that unit.
- b. A proposal to take one or more existing departments/programs to form a new School within a College should be treated as a proposal to establish a new School within a college and not as a proposal to reorganize a College.
- c. A proposal for a current School inside or outside a College to become a College, or for a College to become a School outside or inside a College, will be treated like a proposal to establish a new School or College. This proposal should come from the Provost.
- d. The following procedure is meant to focus more on administrative structure rather than curricular matters, but it is recognized there may be some overlap with consideration of curricular matters. All program proposals (change, new, termination/deactivation, name change) must be written and submitted according to approved Curricular Affairs Committee processes prior to the submission of the proposal to establish or reorganize a School within a College.
- e. At each level of the review, the head of the relevant voting body (e.g., department, appropriate College/School Committee, College/School faculty) should submit a letter in support of the proposal, or a letter that summarizes the reasons for not approving the proposal including the results of the body's vote and any additional information relevant to review of the proposal by the Faculty Senate.
- f. Proposals must be reviewed at the College level prior to submission in accordance with College

procedures (e.g., faculty of the school, a college-level committee as appropriate, and dean's office; unit faculty in some units).

- g. Once College-level review of a proposal is complete, proposals should be submitted to the Provost's office.
- h. The review process and timeline are described in detail following the proposal requirements. Incomplete proposals will be returned with a request for the missing information. The timeline will not begin until a proposal is considered complete by both the Provost's office and the Faculty Senate President.
- i. An ad hoc committee of nine members, to include representatives from the Faculty Senate, the Faculty Senate Executive Council (FSEC), the Senate Curricular Affairs Committee, the Senate Financial and Physical Planning Committee, the Senate Student Affairs Committee, the Senate Educational and Research Technologies Committee, and the Senate Research, Scholarship, and Creative Arts Committee, will review the proposal. The members of the ad hoc review committee and a Chair of the committee will be appointed by the Faculty Senate President. The committee members may not hold primary or secondary appointments in academic unit(s) that are the subject of the proposal, but the committee should include at least one member from the College where the School will be located. The Senate Executive Council may instruct the ad hoc committee to review any additional proposals relating to academic structure (College/School, School with a College, Department) in that same academic calendar year.
- j. Following review by the ad hoc committee, all proposals must also be considered by the Faculty Senate, with Senate action promptly communicated to the President and Provost, with a request that they be forwarded to the Board of Trustees for a vote.

Deleted: five

Deleted: .

Section 3. Proposal Guidelines for the Establishment or Reorganization of a School Within a College

- a. Abstract
 - i. A one-page summary of the essential information from each of the sections below. Please submit this abstract both as an introduction to the proposal and as a separate document; proposals will not be considered complete without the abstract.
- b. Description
 - i. Please provide a detailed description of the proposed academic structure, including graphic representations of the old and the new structure.
- c. Rationale
 - i. Clearly describe the rationale behind this proposal including reasons why other options are not appropriate.
- d. History of the academic unit(s) included in the proposal
 - i. When was/were the academic unit(s) formed? For a new school, this may include departments or programs that will be combined to form the school.
 - ii. Have there been any significant changes, including name changes, since the time of formation? If so, provide a summary of these changes if they are relevant to the proposal to establish a school or restructure an existing school.
- e. Goals
 - i. What are the goals of the proposed new academic structure and how do they align with the mission of the University and the mission of the College?
 - ii. How will the new administrative model achieve the stated goals?
- f. Impact
 - i. What will the impact of the proposed academic structure be on:

- a. Students, both undergraduate and graduate?
 - b. Faculty?
 - c. Staff?
 - d. The unit's academic programs?
 - e. Other academic units and programs at UVM?
- g. Budget
- i. What will be the effect of the new academic structure on the budget and operations of the University, College, and the unit's programs?
 - ii. Include data that is relevant to the financial sustainability of the proposed new administrative structure.
- h. Benchmarking
- i. Have other universities reconfigured their administrative structure to reach this model? If so, what is known about the history and outcomes at those institutions?
- i. Evaluation
- i. How will the performance of the new or restructured School be evaluated? Please outline existing or additional processes withing the housing unit that will be used for evaluation of the School's success, and whether it has met the expected goals outlined above.
- j. Summary of Communications with academic units likely to be involved in or affected by the proposal.
- i. Summarize all communications with the academic units likely to be involved in or affected by the proposal, including the details indicated below. Include all written communications (e.g. emails, memos) in an appendix to the request.
 - a. individuals involved and roles/positions
 - b. primary points of discussion
 - c. any alternatives offered
 - d. outcome(s)of the communication
- k. Schedule
- i. What is the proposed implementation schedule?

Section 4. Process and Timeline for Proposals to Establish or Reorganize a School Within a College

- a. Completed proposals should be submitted to the Provost's office.
- b. If the Provost determines that the proposal is complete and a reasonable case has been made, the Provost will forward the proposal to the Faculty Senate with a request for review. The Provost has **two weeks (14 days)** to make a decision on whether to forward the proposal.
- c. The proposal abstract will then be circulated via email to all faculty, academic deans, and department chairs with a link to a survey to submit feedback/comments; the survey will be available for **30 days**. The full proposal will be made available by the Faculty Senate office to any faculty member upon request. The 30-day comment period shall fall wholly during the normal appointment period for 9-month faculty, and no more than five days of a 30-day comment period should occur between fall semester grades admission and the start of spring semester classes.
- d. At the time of circulation, an ad hoc committee (membership described above) will be appointed to review the proposal. All feedback collected during the comment period will be made available to the ad hoc committee. During their review, the ad hoc committee may ask the

proposers to respond to specific comments. Additionally, the ad hoc committee will meet with the dean of the responsible unit and program faculty, and may request additional information as part of their review. Upon completion of their review, the ad hoc committee will write a report summarizing any additional information gathered during the review process, provide a rationale for their recommendation, and propose to the Senate one of the following actions:

- a. The (proposed action) be implemented as described in the proposal;
- b. The (proposed action) be implemented with the following adjustments or conditions;
- c. The (proposed action) be implemented only if the following concerns can be resolved;
- d. The (proposed action) not be implemented at the present time, or in the present form, in view of the following perceived difficulties;
- e. We do not yet have adequate information to evaluate the (proposed action) and therefore request the following clarification before completing our evaluation.

The ad hoc committee will complete its work within **14 days** of the end of the comment period, unless significant issues arise that require additional time for the ad hoc committee to complete its review.

- e. The Chair of the ad hoc committee will write a memo that includes the decision of the committee and a brief summary of the rationale for the decision. The memo and the ad hoc committee's report will be sent to the Faculty Senate President and the Dean of the College/School **within 5 days** of the committee's vote. A copy of the memo will be sent to the Provost for information purposes only.
- f. The ad hoc committee memo and report will be **considered by the Faculty Senate Executive Committee (FSEC) at their next meeting**. The FSEC may accept the ad hoc committee's position or send the matter back to the ad hoc committee for further discussion, with specific instructions about what aspects of the report require additional consideration and a deadline for the ad hoc committee's response. If additional consideration is requested, the FSEC will consider it at their next meeting.
- g. Once accepted by the FSEC, the proposal will be placed on the agenda for a vote at the next Faculty Senate meeting. Materials including the ad hoc committee's memo, report, recommendation, and any other information deemed relevant by the FSEC will be **sent to all Faculty Senators immediately** to allow sufficient time for consideration prior to the Faculty Senate meeting.
- h. Results of the Faculty Senate vote will be communicated to the President and Provost **the day after the Faculty Senate meeting**.
- i. All proposals must also be approved by the Board of Trustees.

Section 5. Elimination of a School Within a College

- a. Elimination of a School within a College requires Board of Trustees approval and would follow either:
 - i. the approval of an academic reorganization of the College or University.
 - ii. the elimination of all of the academic programs offered by departments or programs located within the School.

Commented [A1]: Language taken from the process used by the Penn State Faculty Senate.
<https://senate.psu.edu/senators/other-committees/senate-council/guidelines-for-review-of-the-establishment-reorganization-academic-naming-or-discontinuation-of-academic-organizational-units/>

Deleted: take a vote to support or reject the proposal, and provide rationale to explain their position.

Deleted: and

Procedures Related to the Establishment, Reorganization, and Elimination of a Department

Under the authority of the Board of Trustees, the University of Vermont Faculty Senate is empowered to review, recommend, and participate in the formulation of policy with regard to academic organization, including the establishment or elimination of colleges, schools and departments and the reorganization of the general university and college academic structure (Faculty Senate Constitution and Bylaws, Sect. 1.2.c.). This document lays out the process by which proposals to establish, reorganize, or eliminate a department at UVM are to be initiated, prepared, and reviewed, and specifies the format for such proposals.

Section 1. Definitions (from the University Manual)

Department.

A Department is a unit of instruction, research and scholarly activity, and service, which (with the exception of the Department of Military Studies) is established within a College or School. Its faculty, instructional offerings, and research are recognized as belonging to a discrete academic discipline or related disciplines or as providing a unique supporting role to other academic programs. In establishing a Department, due consideration will be given to identifying the fiscal resources and appropriate number of faculty members compatible with its instructional, research, and scholarly objectives and responsibilities.

Section 2. Procedures for the Establishment or Reorganization of a Department

- a. A proposal to establish or reorganize a Department is initiated by the Dean of that unit in consultation with associate deans, chairs/program directors, and faculty in that unit.
- b. A proposal to establish a new Department may occur as a result of the development of a new area of instruction, research and scholarly/creative activity, the conversion of a Program, or consolidation of several free-standing programs, into a Department, or the reorganization of a College or School.
- c. New departments should not bear the same or a similar name to other existing departments and there should not be extensive overlap between the new department's areas of instruction, research, and scholarly/creative activity and that of existing departments. This should be addressed in the "Impact" section of the proposal.
- d. A proposal to reorganize a Department may involve the merger of two or more departments, the division of one department into two or more, or inserting or removing a distinct academic program from a department. Simply renaming a department is not a reorganization and should be handled via the Curricular Affairs Committee process for Academic Department and Program Name Changes.
- e. The following procedure is meant to focus more on administrative structure rather than curricular matters, but it is recognized there may be some overlap with consideration of curricular matters. All program-related proposals related to establishment, elimination or restructuring of departments (change, new, termination/deactivation, name change) must be written and proposed following approved Curricular Affairs Committee processes and should be submitted to CAC prior to moving forward with the processes outlined here.
- f. Proposals must be reviewed at the college/school level prior to submission in accordance with

- college/school procedures (e.g., department, a college-level committee as appropriate, and dean's office; unit faculty in some units i.e. at a college/school faculty meeting).
- g. At each level of the review, the head of the relevant voting body (e.g., department, appropriate College/School Committee, College/School faculty) should submit a letter in support of the proposal, or a letter that summarizes the reasons for not approving the proposal including the results of the body's vote and any additional information relevant to review of the proposal by the Faculty Senate.
 - h. Once college/school-level review of a proposal is complete, proposals should be submitted to the Provost's office.
 - i. The review process and timeline are described in detail following the proposal requirements. Incomplete proposals will be returned with a request for the missing information. The timeline will not begin until a proposal is considered complete by both the Provost's office and the Faculty Senate President.
 - j. An ad hoc committee of nine members, to include representatives from the Faculty Senate, the Faculty Senate Executive Council (FSEC), the Senate Curricular Affairs Committee, the Senate Financial and Physical Planning Committee, the Senate Student Affairs Committee, the Senate Educational and Research Technologies Committee, and the Senate Research, Scholarship, and Creative Arts Committee, will review the proposal. The members of the ad hoc review committee and a Chair of the committee will be appointed by the Faculty Senate President in consultation with the Faculty Senate Executive Council. The committee members may not hold primary or secondary appointments in academic unit(s) that are the subject of the proposal, but the committee should include at least one member from the College/School where the department will be located. The Senate Executive Council may instruct the ad hoc committee to review any additional proposals relating to academic structure (College/School, School with a College, Department) in that same academic calendar year.
 - k. Following review by the ad hoc committee, all proposals must also be considered by the Faculty Senate, with Senate action promptly communicated to the President and Provost, with a request that they be forwarded to the Board of Trustees for a vote.

Deleted: five

Section 3. Proposal Guidelines for the Establishment or Reorganization of a Department

- a. Abstract
 - i. A one-page summary of the essential information from each of the sections below. Please submit this abstract both as an introduction to the proposal and as a separate document; proposals will not be considered complete without the abstract.
- b. Description
 - i. Please provide a detailed description of effect on college/school structure of the establishment or reorganization of the department, including graphic representations of the old and the new structure.
- c. Rationale
 - i. Clearly describe the rationale behind this proposal including reasons why other options are not appropriate.
- d. History of the academic unit(s) included in the proposal (for restructuring proposals only)
 - i. When was the academic unit(s) formed?
 - ii. Have there been any significant changes, including name changes, since the time of formation? If so, provide a summary of these changes.
- e. Goals

- i. What are the goals of the proposed new or reorganized department and how do they align with the mission of the University and the mission of the College?
- ii. How will the new administrative model/department achieve the stated goals?
- f. Impact
 - i. What will the impact of the proposed academic structure be on:
 - a. Students, both undergraduate and graduate?
 - b. Faculty?
 - c. Staff?
 - d. The housing college or school's other academic programs?
 - e. Other academic units and programs at UVM?
- g. Budget
 - i. What will be the effect of the new academic structure on the budget and operations of the University, housing College/School, and the department's programs?
 - ii. Include data that is relevant to the financial sustainability of the proposed new administrative structure.
- h. Benchmarking
 - i. How are the programs to be housed in the new/restructured departments at other universities? If similarly-structured departments exist, what is known about the history and outcomes for those departments at other institutions?
- i. Evaluation
 - i. How will the performance of the new or restructured department be evaluated? Please outline existing or additional processes withing the housing unit that will be used for evaluation of the department's success, and whether it has met the expected goals outlined above.
- i. Summary of Communications with academic units likely to be involved in or affected by the proposal.
 - i. Summarize all communications with the academic units likely to be involved in or affected by the proposal, including the details indicated below. Include all written communications (e.g. emails, memos) in an appendix to the request.
 - a. individuals involved and roles/positions
 - b. primary points of discussion
 - c. any alternatives offered
 - d. outcome(s)of the communication
- j. Schedule
 - i. What is the proposed implementation schedule?

Section 4. Process and Timeline for Proposals to Establish or Reorganize a Department

- a. Completed proposals should be submitted to the Provost's office after college/school review.
- b. If the Provost determines that the proposal is complete and a reasonable case has been made, the Provost will forward the proposal to the Faculty Senate with a request for review. The Provost has **two weeks (14 days)** to make a decision on whether to forward the proposal.
- c. The proposal abstract will then be circulated via email to all faculty, academic deans, and department chairs with a link to a survey to submit feedback/comments; the survey will be available for **30 days**. The full proposal will be made available by the Faculty Senate office to any faculty member upon request. The 30-day comment period shall fall wholly during the normal appointment period for 9-month faculty, and no more than five days of a 30-day

comment period should occur between fall semester grades admission and the start of spring semester classes.

- d. At the time of circulation, an ad hoc committee (membership described above) will be appointed to review the proposal. All feedback collected during the comment period will be made available to the ad hoc committee. During their review, the ad hoc committee may ask the proposers to respond to specific comments. Additionally, the ad hoc committee will meet with the dean of the responsible unit and program faculty, and may request additional information as part of their review. Upon completion of their review, the ad hoc committee will write a report summarizing any additional information gathered during the review process, provide a rationale for their recommendation, and propose to the Senate one of the following actions:
- a. The (proposed action) be implemented as described in the proposal;
 - b. The (proposed action) be implemented with the following adjustments or conditions;
 - c. The (proposed action) be implemented only if the following concerns can be resolved;
 - d. The (proposed action) not be implemented at the present time, or in the present form, in view of the following perceived difficulties;
 - e. We do not yet have adequate information to evaluate the (proposed action) and therefore request the following clarification before completing our evaluation.

The ad hoc committee will complete its work within **14 days** of the end of the comment period, unless significant issues arise that require additional time for the ad hoc committee to complete its review.

- e. The Chair of the ad hoc committee will write a memo that includes the decision of the committee and a brief summary of the rationale for the decision. The memo and the ad hoc committee's report will be sent to the Faculty Senate President and the Dean of the College/School **within 5 days** of the committee's vote. A copy of the memo will be sent to the Provost for information purposes only.
- f. The ad hoc committee memo and report will be **considered by the Faculty Senate Executive Committee (FSEC) at their next meeting**. The FSEC may accept the ad hoc committee's position or send the matter back to the ad hoc committee for further discussion, with specific instructions about what aspects of the report require additional consideration and a deadline for the ad hoc committee's response. If additional consideration is requested, the FSEC will consider it at their next meeting.
- g. Once accepted by the FSEC, the proposal will be placed on the agenda for a vote at the next Faculty Senate meeting. Materials including the ad hoc committee's memo report, recommendation, and any other information deemed relevant by the FSEC will be **sent to all Faculty Senators immediately** to allow sufficient time for consideration prior to the Faculty Senate meeting.
- h. Results of the Faculty Senate vote will be communicated to the President and Provost **the day after the Faculty Senate meeting**. All proposals must also be approved by the Board of Trustees.

Section 5. Elimination of a Department

- a. Elimination of a Department requires Board of Trustees approval and would follow either:
 - i. the approval by the Board of Trustees of an academic reorganization.
 - ii. the elimination of all of the academic programs offered by the Department.

Commented [A1]: Language taken from the process used by the Penn State Faculty Senate.
<https://senate.psu.edu/senators/other-committees/senate-council/guidelines-for-review-of-the-establishment-reorganization-academic-naming-or-discontinuation-of-academic-organizational-units/>

Deleted: take a vote to support or reject the proposal, and provide rationale to explain their position.

Deleted: and