Organizing for Distinction: Creating a 4th College/School for Cross-Cutting Academic Programs and Initiatives?

Moderators: Ramona Graves and Jon Leydens – standing in for Kevin Moore

In two workshop sessions over 75 participants discussed ideas about organizational structures that could enable and empower cross-cutting academic programs and initiatives, in support of priorities articulated by the President.

During the workshop participants conducted a "build a new college" exercise in groups where they organized a number of programs into one of the existing colleges, a new college, or under the Provost. Interestingly, the outcomes of this exercise were similar to organizational structures proposed through several months of discussion between the Deans, the Provost, the President, and approximately 40 faculty members on campus. Those possible models included:

1. Administrative College Model (shown below)
    - Puts Engineering & Society into CECS and leave HASS in CERSE
    - Moves cross-cutting programs to a "University Programs College"
2. Middle-Ground Model (shown below)
    - Puts Engineering & Society and HASS into the new college as separate departments
    - Moves most other pieces to the new college; moves some to Provost

Some new ideas that arose in the models proposed during the exercise, different from the models above, included:

CERSE

- Leave HE and HASS in CERSE as separated programs
- Move EPICS to CERSE
- Move International Programs to CERSE

CASE

- Move the AMS Learning Center to CASE (by implication, move AMS to case?)
- Move CS to CASE

Provost

- Move EPICS/BSE/Design Education under Provost

Beyond these, the models suggested by workshop participants are (generally slight) variations on the themes of the two models below.

University Programs College (no degree programs, provides leadership, support and oversight of institutionally important initiatives that broadly impact students and the quality of education across campus)	CECS (degree programs, provides leadership, support and oversight for discipline-specific activities)	CERSE (degree programs, provides leadership, support and oversight for discipline-specific activities)
Online Education • Director, Support Staff • Faculty (housed in CASE, CECS, CERSE)	Applied Mathematics and Statistics • DH, Support Staff • Faculty (housed in department)	Colorado Geological Survey • Director, Support Staff
Trefny Innovative Instruction Center • Director • Support Staff	Civil and Environmental Engineering • DH, Support Staff • Faculty (housed in department)	Economics and Business • DD, Support Staff • Faculty (housed in department)
Communications Center (aka, expanded Writing Center) • Director • Support Staff	Electrical Engineering and Computer Sciences • DD (EE, CS), Support Staff • Faculty (housed in separate divisions)	Geology • DH, Support Staff • Faculty (housed in department)
First-Year Experience • Director • Support Staff	Engineering and Society (HE, BSE, Design, EPICS) • DH, Support Staff • Faculty (housed in academic department)	Geophysics • DH, Support Staff • Faculty (housed in department)
Entrepreneurship • Director • Support Staff	Mechanical Engineering • DiH, Support Staff • Faculty (housed in department)	Humanities, Arts and Social Sciences • DD, Support Staff • Faculty (housed in department)
Professional Development • Director • Support Staff		Mining Engineering • DH, Support Staff • Faculty (housed in department)
Honors • Director • Support Staff • Faculty (mostly in CASE, CECS, CERSE)		Petroleum Engineering • DH, Support Staff • Faculty (housed in department)

IDEAS (academic programs and initiatives that broadly support cross-disciplinary education across campus)

Design, Engineering, and Society (HE, BSE, EPICS)
- Department Head, Support Staff
- Faculty (housed in department)

Humanities, Arts, and Social Sciences
- Department Head. Support Staff
- Faculty (housed in department)

Integrative Programs and Initiatives
- Support Staff
- Faculty (housed in other departments)
- Includes (each with a Director)
  - Entrepreneurship and Innovation
  - First-Year Experiences
  - Honors Program
  - International Studies

CECS (degree programs, provides leadership, support and oversight for discipline-specific activities)

Applied Mathematics and Statistics
- Department Head, Support Staff
- Faculty (housed in department)

Civil and Environmental Engineering
- Department Head, Support Staff
- Faculty (housed in department)

Electrical Engineering and Computer Sciences
- Division Directors (EE and CS), Staff
- Faculty (housed in separate divisions)

Mechanical Engineering
- Department Head, Support Staff
- Faculty (housed in department)

CERSE (degree programs, provides leadership, support and oversight for discipline-specific activities)

Colorado Geological Survey
- Director, Staff

Economics and Business
- Division Director, Support Staff
- Faculty (housed in department)
- Payne Policy Institute

Geology
- Department Head, Support Staff
- Faculty (housed in department)

Geophysics
- Department Head, Support Staff
- Faculty (housed in department)

Mining Engineering
- Department Head, Support Staff
- Faculty (housed in department)

Petroleum Engineering
- Department Head, Support Staff
- Faculty (housed in department)

Strategic Support (administrative initiatives that provide leadership and support of institutionally important activities, reports to Provost)

Online Education
- Director, Support Staff
- Faculty (housed in CASE, CECS, CERSE)

Trefny Innovative Instruction Center
- Director, Support Staff

Professional Development
- Director, Support Staff

Communications Center
- Director, Support Staff

Mathematics and Statistics Learning Center
- Director, Support Staff

Interdisciplinary Minors
- Director, Support Staff