

SECTION 13

Department Changes (includes closing, creating, merging, moving and splitting departments)

This policy describes the process for proposing and approving the following department-related actions:

- Closing a department,
- Creating a new department,
- Merging two or more departments,
- Moving a department to another school or college,
- Splitting a department into two or more departments.

Application of Guidelines

An academic department is defined as a specific administrative and organizational unit within a college or school overseeing one or more academic programs. An academic program is a combination of courses and related activities organized for the achievement of specific learning outcomes as defined by the university. This includes programming at both the undergraduate, graduate and professional levels and consists of degrees, majors, minors, certificates, concentrations, and specializations. (See the Academic Program Approval Guidelines Introduction for full definitions of specific academic programs.)

These guidelines apply in cases when the goal is to make a structural department change with no corresponding change to the involved academic programs and when the goal is to make a structural department change *with* changes to involved academic programs. In the latter case, separate proposals for the termination or creation of new academic programs following the process outlined in the applicable Academic Program Guidelines should be submitted. If changes call for the elimination of faculty positions, these changes must abide by the terms outlined in the Marquette Faculty Handbook.

Department change proposals that include academic program changes or the potential for termination of personnel should highlight these elements.

If new academic programs are to be created to be housed in the newly created, merged, split or moved department, these can be approved either at the same time as or later than the structural department change.

Closing a Department

Closing a department means discontinuing all of a department's administrative and academic activities. This may result from the termination of all or some of the academic programs within a department and may lead to the reduction of personnel. Any termination of personnel will abide by the terms outlined in the Marquette Faculty and Employee Handbooks. It could alternatively result from the relocation of all or some of the academic programs within a department and lead

to the relocation of all or some of the academic programs and personnel into another department and/or school or college.

Creating a Department

Creating a department normally means initiating a new administrative and organizational unit to oversee new academic programs not currently offered at the university. A department has similar characteristics to but is usually smaller than a college or freestanding or embedded school. (See Guidelines for proposing a new school or college.)

A department can also be created in the context of a department split or the merging of two or more departments.

A proposal for creating a new department is not necessary if only the department name is changing. (See Guidelines for department name change.)

Merging Two or More Departments

Merging two or more departments involves unifying two or more already existing departments, usually within the school or college within which these departments already exist. This usually involves the merging of administrative functions of multiple departments and can, but need not, involve the reduction of faculty and staff. Any termination of personnel will abide by the terms outlined in the Marquette Faculty and Employee Handbooks. When multiple departments merge, the development of promotion and tenure standards for the new department should take into account the standards under which faculty who will be moving to the department were originally hired.

When a new department is created from the merging of two or more departments, it is not necessary to submit separate proposals for the merging of two or more departments and the creation of a new department. Only a proposal for the merging of two or more departments is necessary.

Moving a Department to Another School or College

A department move relates to when the goal is to move a department from one freestanding school or college to another with no change in the academic programs offered by the department. Guidelines for department moves also apply if the goal is to move a department from a school embedded in a college into another embedded school or out of any embedded school altogether.

Splitting a Department into Two or More Departments

A department split into two or more departments can be the result of department growth leading to the need to devote additional administrative and organizational resources to support faculty, staff and students adequately. It can also be a response to changing norms within the academic disciplines involved.

When a new department is or new departments are created from the splitting of a department into two or more departments, it is not necessary to submit separate proposals for the splitting of a department and the creation of a new department. Only a proposal for the splitting of the department is necessary.

Proposal

Department changes may be initiated by directly involved department chairs, directly involved deans or the provost. Proposals for a department change are composed of the following sections: 1) executive summary, 2) description, 3) effect of the change on existing programs, departments and colleges/schools, 4) accreditation, 5) space and capital needs, 6) financial analysis, 7) anticipated transition timeline, 8) approval/review process.

1. Executive Summary

1-2 pages that 1) provide a brief overview of the involved department or departments and academic programs, 2) highlight the rationale for the change, the expected benefits of the change, and the potential costs of the change) and 3) briefly describe the resources the change will require and shift.

2. Description

This section should contain the following elements:

- Goals of the proposed change particularly as they relate to improving the student experience, enhancing research, supporting the university mission, and achieving goals of the strategic plan.
- An organizational chart depicting the new school/college organizational structure post-closure or university organizational structure post-closure if the change has structural implications outside the school/college.
- Detailed rationale for the change. This rationale may include the following:
 - Potential for improvement of academic operations.
 - Benefits to the involved departments relative to reaching departmental goals.
 - Changes in disciplinary or professional norms that warrant change.
 - Shifts in enrollment or student demand.
 - Creation of new curricular or research opportunities.
 - Ability to garner new resources, shift resources or realize savings.
 - A listing of the current academic programs in the departments involved and, if applicable, any anticipated future academic programs whose development is underway.
 - A listing of the current personnel – faculty and staff – who will move if the department change is approved.
 - Evidence of the level of departmental full-time faculty support for the change in the form of a vote by secret ballot or letters from faculty included in as an attachment.

- Letters from the directly involved deans indicating their level of support for the change.
 - Evidence of communication with and feedback from faculty and staff in the affected departments, including feedback from the chairs of the affected departments. Deans should solicit feedback broadly from within their colleges/schools about the change and incorporate this feedback into their letters.
 - NOTE: Proposals that lack the support of the involved deans or departments' faculty (in the form of vote by secret ballot) can still move forward. In the event that a departmental change advances without such support, the proposal must also contain:
 - Rationale for proceeding with the change without the deans' support and/or faculty support.
 - Physical location of the departments before and after the change.
 - Timeline for the change and rationale for the timeline.

3. Effect of the change on existing programs, departments and colleges/schools

Explain and address the anticipated impact of the department change on the following:

- Other academic programs in the involved colleges/schools and on campus-based partners
- The proposed leadership structure of the colleges/schools involved following the change.
- Courses currently offered by the departments involved.
- Student enrollment in the involved colleges/schools. This should be done in consultation with Enrollment Management.
- Admissions standards and academic requirements (e.g., Core requirements) for students in the involved departments
- Outcomes (retention, graduation, etc.) and market outlook for students in the involved departments
- Representation of the colleges/schools involved on shared governance bodies.
- Promotion and Tenure Standards for department faculty
 - Address how faculty have been informed about the relevance of Section 303.04 of the Faculty Handbook regarding revised Promotion and Tenure Standards.
 - As noted in Section 302.01 of the Faculty Handbook, faculty appointments, reappointments, and promotions are made by the President of the University. Thus, a department change does not change one's promotion status.
- Existing fundraising and community partnerships
- Responsibility for disciplinary, licensure, and accreditation oversight

4. Accreditation

Provide information on the effects of the department change on accreditation, if any, including effects of the change on accreditation of the departments involved if any of the departments involved are accredited individually. Provide documentation that the university has notified the relevant accrediting bodies of the proposed change or the timeline for such notification.

5. Space and Capital Needs

If the department change will create new space and/or capital needs, provide an explanation of these needs.

6. Financial Analysis

An analysis of the financial impact is required and will be prepared by the Office of Finance in consultation with relevant academic and administrative leaders. Sections 1 – 5 of this proposal will be provided to the Office of Finance. Their analysis will be shared with University Faculty Committee on Budgets and Financial Planning (UFCBFP) and the University Academic Senate. The depth of the analysis will vary based on the nature of the department change. The analysis will address potential changes in operating budgets, space costs, and impact on the university budget, including items deemed material by the Office of Finance, including but not limited to revenue impacts based on changing student enrollment.

7. Anticipated Transition Timeline

Proposals should include a preliminary timeline for the department change. Identify when the change is effective and timing of notification of key constituencies and accrediting bodies.

The Office of Marketing and Communication may assist with communication needs in the context of a department change.

8. Approval/Review Process

- The proposal, accompanied by all required letters of support, will be submitted to the Office of the Provost (attn. Chief of Staff to the Provost) for review.
- The proposal will be reviewed by the vice provost for academic affairs and student success and vice provost for graduate and professional studies to ensure the proposal adequately addresses the required content areas.
- Proposals will go to the Academic Deans' Council for review and comment.
- The University Faculty Committee on Budgets and Financial Planning will review the financial analysis submitted by the Office of Finance and provide input.
- Once reviewed by these bodies, proposals will go to the University Board of Graduate Studies (UBGS) and/or to the University Board of Undergraduate Studies (UBUS) for their assessment as to the impact of the proposed change on graduate and undergraduate education, respectively, and their recommendation. If a change has impact on undergraduate academic programs only, only UBUS should assess and make a recommendation. If the change has impact on graduate or professional academic programs only, only UBGS should assess and make a

recommendation. Both UBUS and UBSG should assess and make a recommendation in cases where a department change has impact on both undergraduate and graduate academic programs. The provost will meet with UBUS and/or UBSG to discuss their recommendations and provide input.

- Proposals then go to the University Academic Senate for their recommendation to the provost.
 - Proposals then to go the provost for approval. If approved, the President and Board of Trustees will be informed.
- NOTE: While the President and Board of Trustees do not approve 1) closing a department, 2) creating a new department, 3) merging two or more departments, 4) moving a department to another school or college, or 5) splitting a department into two or more departments, the President and Board of Trustees **do** approve proposals to establish, merge, or close a college/school, establish or discontinue a degree and the initiation of a new core curriculum.

**Flow Chart for
Academic Program Review/Approval Process
Department Change**

Process will vary based on type of program and extent of resource requirements.

