

SECTION 14

Closing a School or College

A proposal for the closure of a school or college must include the elements listed below. Such a proposal may be initiated by:

- the dean of the college or freestanding school proposed for closure,
- the executive director of the school proposed for closure if the school is embedded in a college,
- the provost.

These guidelines apply if the goal is to close a school/college while leaving intact the involved departments, if applicable, and involved academic programs. They also apply if the school/college closure coincides with the creation of other schools/colleges, the creation or closure of academic departments and the creation or termination of academic programs. If the closure of a school/college should lead to the termination of personnel, any termination of personnel will abide by the terms outlined in the Marquette Faculty and Employee Handbooks.

If the proposed school/college closure coincides with the creation or closure of another school/college, the creation of a new department, or the creation or termination of academic programs, please also follow the separate Academic Program Approval Guidelines that apply to these and propose these changes separately. These changes should be addressed and a description of the interrelationships of the proposals provided in a cover letter accompanying the school/college closure proposal. If the school/college closure includes any plans for a department closure, the proposal should include any additional information called for in Section 13 (Department Changes) for this change. A separate department closure proposal need not be submitted.

Proposals for closing a school/college are composed of the following sections: 1) executive summary, 2) description, 3) plan for affected academic programs, departments and other schools/colleges, 4) plan for affected students, faculty, and staff, 5) accreditation, 6) space and capital needs, 7) financial analysis, 8) anticipated transition timeline and 8) approval/review process.

1. Executive Summary

1-2 pages that 1) provide a brief overview of the school or college 2) highlight the rationale for the closure, the expected benefits of the closure, and the potential costs of the closure, and 3) briefly describe the resources the closure will require and shift.

2. Description

This section should contain the following elements:

- Goals of the proposed closure, particularly as they relate to improving the student experience, enhancing research, supporting the university mission, and achieving the goals of the strategic plan.
- An organizational chart depicting the new university organizational structure post-closure.

- Explanation of plans for academic departments, institutes, schools and programs within the school/college proposed for closure (where these departments, schools, institutes and programs will now be housed). It is assumed affected academic programs will remain in the departments where they are currently housed and move with those departments. Proposals should explicitly address those academic programs that are interdisciplinary or involve more than one department.

Notes: If the school/college closure includes any plans for a department closure, the proposal should include any additional information called for in Section 13 (Department Changes) for this change. A separate department closure proposal need not be submitted. If the school/college closure includes any plans for the termination of an academic program, submit a separate proposal following Section 9 (Terminating Existing Program).

- Detailed rationale for the closure and summary of potential outcomes. This rationale may include the following:
 - Potential for improvement of academic operations.
 - 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.
- Explanation of alternatives considered.
- Evaluation of potential risks of the closure including impact on reputation or relationships within the community and/or negative financial or enrollment impacts.
- Letters from the directly involved deans indicating their level of support for the closure and the process used for engaging college faculty and staff including:
 - Explanation of timing and plan for communicating and engaging with school/college faculty and staff (from dean of school/college proposed for closure and, if applicable, deans taking on faculty, staff and/or academic programs)
 - Indication from deans and leaders of ability to take on additional faculty, staff and academic programs, if applicable (from deans of schools/colleges that will take on faculty, staff and academic programs)

3. Plan for Affected Academic Programs, Departments, and Other Schools/Colleges

Explain any potential impact of the school/college closure on the following and provide a plan for how these will be addressed and/or mitigated:

- Other academic programs, departments and schools/colleges at the university,
- Campus-based partners,
- Existing fundraising and community partnerships,
- Accreditation or oversight.

4. Plan for Affected Students, Faculty, and Staff:

Explain any potential impact of the school/college closure on the following and provide plan for how these will be addressed and/or mitigated:

Students:

1. Student enrollment in the school/college (degree- and non-degree-seeking, if applicable).
2. Transition plans for these students moving to another school/college and any impact on students' advising, mentoring and school/college-related student organizations, if applicable,

Faculty and Staff:

1. Numbers of regular (tenured and tenure-track) and participating faculty in the school/college and faculty in other schools/colleges teaching courses for academic programs within the school/college proposed for closure,*
2. Plan for current faculty: These guidelines assume that faculty will remain with their departments. If the plan includes any reassignment, provide a detailed plan.
3. Impact on faculty research (funds, programs) and how any negative impact will be addressed, if applicable,
4. Transition plan for representation of the school/college proposed for closure on shared governance bodies,
5. 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 school/college closure does not change one's promotion status.
6. Numbers of staff in the school/college, transition plans for these staff, and outcomes to date, if applicable.

*Any termination of personnel will abide by the terms outlined in the Marquette Faculty and Employee Handbooks.

5. Accreditation

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

6. Space and Capital Needs

If the school/college closure will create new space and/or capital needs, provide an explanation of these needs.

7. 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 – 6 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 college or school closure proposed. 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.

8. Anticipated Transition Timeline

Proposals should include a preliminary timeline for the closure process. Identify when closure is effective, including timing of notification of key constituencies and accrediting bodies.

The Office of Marketing and Communication will be alerted early in the process so it can assist with communication needs in the closure of a school/college.

9. Approval/Review Process

1. 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.
2. 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.
3. Proposals will go to the Academic Deans' Council for review and comment.
4. The University Faculty Committee on Budgets and Financial Planning will review the financial analysis submitted by the Office of Finance and provide input.
5. 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, UBUS should assess and make a recommendation. If the change has impact on graduate or professional academic programs only, UBGS should assess and make a recommendation. Both UBUS and UBGS should assess and make a recommendation in cases where a school/college closure has impact on both undergraduate and graduate academic programs. The provost will meet with UBUS and/or UBGS to discuss their recommendations and provide input.
6. Proposals then go to the University Academic Senate for their recommendation to the provost.
7. Proposals then go to the provost for recommendation to the President and Board of Trustees.
8. Proposals then go to the President and Board of Trustees, who approve proposals to close schools/colleges.