

**Create New Academic Units Proposal  
College of Education Departmentalization – CIM Key #206**

*Materials linked from the March 9, 2023 Faculty Senate agenda.*

## In Workflow

1. **APA Coordinator Programs**
2. **Catalog Coordinator**
3. **03 Dean Designee**
4. **Provost Designee**
5. **Ecampus Programs**
6. **OSU Cascades**
7. **14 Day Review**
8. **Susan Gardner (College of Education, Dean)**
9. **03 College Committee Approver**
10. **APA Coordinator Programs**
11. **Susan Gardner (College of Education, Dean)**
12. **Budgets and Fiscal Planning Committee Chair**
13. **Graduate Council Co-Chairs**
14. **APA Coordinator Programs**
15. **Curriculum Council Co-Chairs**
16. **Executive Committee**
17. Faculty Senate
18. NWCCU
19. Catalog Coordinator
20. Graduate Curriculum Tables
21. Catalog Coordinator

## Approval Path

1. Fri, 30 Sep 2022 18:13:17 GMT  
Janice Nave-Abele (Curriculum Management, Curriculum Coordinator) (janice.nave-abele): Rollback to Initiator
2. Thu, 17 Nov 2022 21:29:34 GMT  
Janice Nave-Abele (Curriculum Management, Curriculum Coordinator) (janice.nave-abele): Approved for APA Coordinator Programs
3. Mon, 28 Nov 2022 07:31:43 GMT  
Belinda Sykes (Office of the Registrar, Catalog & Curriculum Coordinator) (belinda.sykes): Approved for Catalog Coordinator
4. Mon, 28 Nov 2022 16:57:44 GMT  
Gloria Crisp (College of Education, Professor) (gloria.crisp): Approved for 03 Dean Designee
5. Wed, 30 Nov 2022 00:09:27 GMT  
Alix Gitelman (Vice Provost for Academic Affairs) (alix.gitelman): Approved for Provost Designee

6. Wed, 30 Nov 2022 00:17:00 GMT  
Kathryn Howard (Ecampus, Program Intake Coordinator) (kathryn.howard): Approved for Ecampus Programs
7. Tue, 13 Dec 2022 17:44:15 GMT  
Windy Adoretti (OSU-Cascades, Interim Assistant Dean) (windy.adoretti): Approved for OSU Cascades
8. Wed, 28 Dec 2022 10:20:19 GMT  
0/1 votes cast.  
Yes: 0% No: 0%  
Approved for 14 Day Review
9. Wed, 28 Dec 2022 12:23:29 GMT  
Susan Gardner (College of Education, Dean) (susan.k.gardner): Approved for gardnesu
10. Wed, 28 Dec 2022 12:24:11 GMT  
Susan Gardner (College of Education, Dean) (susan.k.gardner): Approved for 03 College Committee Approver
11. Tue, 03 Jan 2023 17:01:23 GMT  
Janice Nave-Abele (Curriculum Management, Curriculum Coordinator) (janice.nave-abele): Approved for APA Coordinator Programs
12. Tue, 03 Jan 2023 17:03:02 GMT  
Susan Gardner (College of Education, Dean) (susan.k.gardner): Approved for gardnesu
13. Mon, 09 Jan 2023 18:35:41 GMT  
Frank Chaplen (Biological & Ecological Engineering, Associate Professor, and Budgets & Fiscal Planning Committee Chair) (frank.chaplen): Approved for Budgets and Fiscal Planning Committee Chair
14. Thu, 09 Feb 2023 22:41:14 GMT  
John Becker-Blease (College of Business, Associate Dean of Graduate Programs, and Graduate Council Chair) (john.becker-blease): Approved for Graduate Council Co-Chairs
15. Thu, 09 Feb 2023 23:07:16 GMT  
Janice Nave-Abele (Curriculum Management, Curriculum Coordinator) (janice.nave-abele): Approved for APA Coordinator Programs
16. Fri, 24 Feb 2023 00:47:12 GMT  
Ping-Hung Hsieh (College of Business, Professor) (ping-hung.hsieh): Approved for Curriculum Council Co-Chairs

## **New Proposal**

Date Submitted: Tue, 15 Nov 2022 17:21:00 GMT

Viewing: **College of Education Departmentalization**

Last edit: Mon, 28 Nov 2022 07:18:48 GMT

Changes proposed by: Susan Gardner (College of Education, Dean) (gardnesu)

**Effective Term**

Fall 2023

**Request Type**

Create, Change or Terminate a College or Academic Unit

**Proposal Title**

College of Education Departmentalization

**Primary Originators**

Name
Susan Gardner (College of Education, Dean)

**Liaisons**

Academic Unit
College of Public Health & Human Sciences (H)
College of Business - Undergraduate (BA, HM)
College of Earth, Ocean & Atmospheric Sciences - Undergraduate (ATS, GEO, GEOG, OC)
College of Engineering - Undergraduate (ENGR, OP)
College of Forestry
College of Liberal Arts (LA, MAST, SSCI)
College of Science (GS, SCI)
College of Agricultural Sciences (AGRI, BRR, IAWS, SUS)
Agricultural Education & General Agriculture (AED, AG, LEAD)
School of Language, Culture & Society (all languages, ANTH, CSSA, ES, FCSJ, LING, QS, WGSS, WLC)

**College**

Education (03)

**Academic Unit**

Education

Create, Change or Terminate a College or Academic Unit

**Request**

Create a new academic unit

**Justification**

The OSU College of Education seeks to reorganize from one academic unit to two academic departments encompassing the programs of Adult and Higher Education (AHE) and Counseling into one department and the Education/Teacher Education programs in the other department. This reorganization is intended to provide more efficiencies in academic

program delivery for students, encourage collaboration and engagement, and provide a clearer connection to the overall OSU organizational structure.

**New Name**

(1) Department of Counseling & Adult and Higher Education (2) Department of Educational Practice and Research

**Executive Summary**

**Executive summary of your proposed change.**

The College of Education proposes to create a departmental structure with two academic departments, with professorial and professional instructional faculty merged together within related fields. The resulting structure:

- \* Reduces the current number of program chairs from six (6) to two (2), thereby providing more cohesion and less program insularity. As several degree programs often share coursework, a reorganization of this type would allow for more fluid connections for students and less program redundancy. The current six chairs are also some of our most research-active faculty. With very few tenured faculty in the College, the current structure has saddled few with much service and diminished our research output and teaching capacity.
- \* Provides a clearer and more connected supervisory relationship for faculty in academic units. Currently, faculty and staff supervision are divided amongst the three associate deans and the dean, all of whom are far-removed from the day-to-day work of the faculty and staff. The restructuring would allow more direct supervisory support to faculty.
- \* Facilitates interactions among all faculty, and increases opportunities for faculty collaboration across related disciplines. The smaller unit structure encourages engagement between professorial and professional faculty across related disciplines, thus improving morale and facilitating a more inclusive culture within the College. This kind of engagement provides potential bridges for innovative new programs and experiences.
- \* Provides opportunities for increased synergies in academic programming and, therefore, for entrepreneurial potential, including department-based budgeting instead of College-wide funding.
- \* Addresses strategic priorities. In the Dean’s initial conversations with nearly all faculty and staff in winter and spring 2021, changing the organizational structure of the College was deemed a strategic priority. A subsequent survey to the entire College underscored this interest and need.

**Location**

**Campus Locations**

Corvallis  
Cascades  
Ecampus

## Objectives, Functions, and Activities

**Explain how the academic unit/s current objectives, functions, and/or activities will be changed. Where applicable, address issues such as course offerings, program requirements, admission requirements, student learning outcomes and experiences, and how the advising structure and availability will be changed as a result of this proposal.**

Currently, all objectives, functions, and activities of the six existing units function in isolation of one another. There is no mechanism by which programs with shared goals or requirements have to communicate or align their programs. Even through our robust accreditation expectations, programs run independently of one another. This structure has created duplication in course offerings and functions, confusion for students, and a lack of collaboration for both teaching and research efforts. Our accreditation agency for teacher education programs – the Council for the Advancement of Educator Preparation (CAEP) – demands programmatic cohesion and a common framework for student experiences. Providing one department where teacher education programs reside will go far in meeting these external expectations. Advising will not change as the teacher education programs are currently overseen by the Head Advisor position, which will now be more firmly connected to one unit instead of four, thereby providing for a stronger feedback loop for students and faculty alike.

**Describe the extent to which affected faculty and staff support this change.**

In the winter and spring of 2021, the new dean – Susan Gardner – conducted one-on-one, hour-long conversations with 64 of the faculty and staff in the College of Education. The purpose of these conversations was for the dean to better understand the work of individuals but also to seek their input about challenges and opportunities in the College. The need for a reorganization was a theme in the majority of these conversations, especially those serving currently in chair roles, those in associate dean roles, and those in the fiscal management roles of the College.

In addition, a survey of the faculty and staff conducted in spring 2021, provided a comprehensive picture of the support of this proposal, with 76% of respondents indicating agreement or strong agreement that "the current organizational structure doesn't work." Continued conversations in 2021-2022 with the Leadership Team and individual meetings with each program by the Dean in Spring 2022 demonstrated continued support by the vast majority of employees for such a reorganization. At this time, only two faculty have expressed resistance to this proposal. They have indicated this resistance rests upon their recollection of how departments operated roughly 20 years ago in the College. Our efforts in the past year and coming year will seek to address any existing concerns.

## Resources

**What is the budget impact of the proposal (new funding needs or resources saved)?**

The total anticipated savings of the proposed reorganization is roughly \$45,000.

Less tangible is the amount of revenue the College would realize with many of our most research active faculty members – those currently serving in chair roles – with their return to a research-focused workload. Considering OSU’s Shared Responsibility Model for budgeting, the College would hope to see an increase in indirect cost recovery from more grants as well as additional research productivity revenue.

What is known is that from FY19 to FY20, the fiscal years after which the current program chair model took effect, the College’s F&A share decreased by 59.44% and our Research Incentive revenue from the Shared Responsibility Model fell by 23.02%. While certainly not a causal relationship, having our most research-active faculty in these program chair roles is a concern.

Another less tangible financial impact is the inefficiency costs on our current professional faculty who oversee all of the College’s adjunct and term-faculty hiring, course scheduling, contract processing, promotion and tenure processes, budgeting, HR management, and all other administrative tasks. By establishing the department structure and providing sufficient administrative support to these two departments, much of the current oversight for the whole College can be distributed more evenly.

In other words, moving to two departments would result in efficiencies and cost-savings that are yet unforeseen but promise much potential.

**If new resources will be required (e.g., for new faculty positions, graduate research/teaching assistants, facilities, equipment, etc.), explain where these resources will be coming from. Specify internal reallocation, Ecampus, college, OSU, federal, state, private, other funding sources or combination of funding sources.**

N/A

## Mission

**How will the proposed change to the academic unit/s support OSU’s mission, vision, and goals?**

Embedded in this proposed reorganization will be an increased and collective focus on teaching, research, and service to the state. The collective focus will stem from leadership that harnesses the potential of the individual programs and purposefully brings together once disparate programs to find efficiencies, collaborative scholarship, and consider innovative new efforts in outreach and academic programming.

**Describe the potential positive and negative impacts of the proposed changes on the academic unit/s involved. Identify other OSU academic unit/s which might be affected, and describe the potential positive and negative impact on their mission and activities.**

All program chairs (6) are in strong support of the proposed model and individual program conversations have also indicated strong support of the model. At this time, the vast majority of

the College's faculty and staff are in support of this reorganization proposal. The two individuals who have expressed opposition to the proposed model do so out of concern for a loss of program autonomy. We are intending a full year of preparatory conversations to assist in assuaging these fears and concerns, wherein each possible department would work to create a set of by-laws that would provide clear shared governance guidelines.

In regard to other OSU academic units, it is our understanding that our current organizational structure is actually confusing and complicated, making it difficult to understand how to reach out to specific programs. We are also aware that our lack of departmental or school structure means that we are sometimes omitted in larger OSU conversations where department heads are typically invited. On the whole, we believe that this proposal will result in more cohesion with the rest of OSU.

## Strategic Plan

**Describe how the proposal will affect the long-range strategic goals and plans for the academic unit/s. Compare with OSU's current strategic plan and its three signature areas of distinction.**

When hired, the new dean met with over 62 faculty and staff for hour-long one-on-one conversations. The purpose of these conversations was to get to know each member of the College but also to seek their input on strengths and opportunities facing the College as we move into a new strategic plan. A major theme in these conversations related to the problems with the current organizational structure. As we move into our new strategic plan and align it with OSU's SP 4.0, we are focused on these elements, as they were evident themes in the 62 conversations with the College community.

- \* Continue attracting and supporting a diverse, world-class faculty
- \* Provide distinctive curricula and support innovative pedagogy to advance our mission and vision
- \* Make strategic investments in interdisciplinary and transdisciplinary scholarship, teaching and engagement
- \* Harnessing our curricular and research potential through more cohesion in our academic programs can assist us in creating attractive programs to potential faculty, especially in the shared focus area of social justice in education, as well as to innovate and collaborate for new curricula and programs, particularly in interdisciplinary and cross-field areas.
- \* Diversify our research portfolio and strategically build our graduate programs

Due to the relative isolation of our academic programs and their respective faculty, it is clear that we do not always have a strong sense of what other scholarship is occurring in the College. Moreover, we tend to duplicate graduate coursework and isolate our graduate students in these individual programs. Finding efficiencies and creating more cohesion is the goal.

- \* Retool the OSU experience for the 21st-century learner
- \* Implement an integrated approach to recruiting and enrolling learners at all levels

- \* Expand pathways to an OSU credential
- \* Increase our retention and graduation of all students

There are currently multiple pathways for future teachers, creating confusion for students and also our stakeholders. These pathways have emerged due to the isolated nature of the individual degrees. Forming one department housing all educator preparation programs can assist in improving the educational experience for all students. In addition, combining efforts and resources for recruiting, advising, and assisting in the transfer process will only make us stronger and our student experience more positive.

\*Substantially improve our physical and administrative research infrastructure  
By freeing up our professional faculty and administrative staff from much of the work that could occur at a departmental level, they will have more capacity to assist in efforts related to our larger strategic priorities, including research infrastructure related to grant procurement.

\* Strengthen alignment within the university among our branding, marketing  
Our current organizational structure also limits the cohesion of our branding and marketing efforts as we are diffuse and without a common vision for these efforts.

\* Integrate and simplify technology systems, data practices and policies to increase our organizational agility  
Also discussed at length during the Dean's 1:1 conversations was our lack of a cohesive and integrated data management system in the College. Currently, each individual degree program has its own system for organizing and maintaining data, making it difficult for programs to communicate with one another or to get a comprehensive picture of our benchmarks and growth across the entirety of the College. A reorganized and more cohesive College of Education into two departments can help ameliorate some of these gaps.

## External Impacts

**What is the current relationship of the proposed academic unit/s with other higher education institutions in the Oregon? Describe how this relationship might be altered based on the proposed change.**

The proposed reorganization brings the College of Education into alignment with other colleges of education throughout Oregon, as these colleges tend to have a clear organizational structure that houses like-programs together. The hope is that the reorganization will facilitate clearer working relationships with these colleges as they seek out the appropriate individuals with whom to connect rather than wondering or guessing from our less than clear current structure.

**Describe how the proposed change will affect other constituencies outside of OSU (e.g., federal state, local, private).**

The proposed reorganization should make lines of communication easier to navigate as entities such as the Oregon Department of Education and its agencies seek out key contacts for all things teacher education-related, counselor education-related, and the like.



## Accreditation

**Describe how the proposed change may affect accreditation of any programs within the academic unit.**

The hope is that the proposed reorganization will facilitate communication with our two accreditation agencies (CAEP and CACREP), as they should find this organizational model more functional. These councils often wish to communicate with one key individual rather than several, which is emblematic of our current organizational structure.

## Appendices

### **Budget Information**

CoEd Budget Narrative final.docx

### **Letters of Support**

Per Alix Gitelman and Curriculum Management.docx

### **Supporting Documentation**

CoEd Proposed Reorganization Survey.pdf

CoEd Proposed Org Chart.pdf

### **Reviewer Comments**

**Janice Nave-Abele (Curriculum Management, Curriculum Coordinator) (janice.nave-abele) (Fri, 30 Sep 2022 18:13:17 GMT):** Rollback: Please see email sent with comments and additional information needed.

**Belinda Sykes (Office of the Registrar, Catalog Curriculum Coordinator) (belinda.sykes) (Mon, 28 Nov 2022 07:18:48 GMT):** I have added OSU-Cascades and Ecampus to workflow because College of Education programs are taught at those campuses.

**John Edwards (School of Psychological Science, Professor) (jedwards) (Tue, 13 Dec 2022 17:49:44 GMT):** No concerns from CLA.

**Michael Harte (College of Earth, Ocean Atmospheric Sciences, Professor) (michael.harte) (Tue, 13 Dec 2022 20:05:14 GMT):** No concerns

**Stefan Seiter (Crop Soil Sciences, Senior Instructor I) (stefan.seiter) (Wed, 14 Dec 2022 09:07:26 GMT):** No concerns.

**Nicole Kent (College of Forestry, Manager of Undergraduate Curricula Advising) (nicole.kent) (Wed, 14 Dec 2022 16:27:20 GMT):** No concerns.

**Laurel Kincl (College of Public Health Human Sciences, Associate Dean of Academic Faculty Affairs) (laurel.kincl) (Fri, 16 Dec 2022 02:46:26 GMT):** No concerns

**Jessica Siegel (College of Science, Associate Dean for Academic Student Affairs) (jessica.siegel) (Sat, 17 Dec 2022 17:28:10 GMT):** No concerns

**Frank Chaplen (Biological Ecological Engineering, Associate Professor, and Budgets Fiscal Planning Committee Chair) (frank.chaplen) (Mon, 09 Jan 2023 18:35:32 GMT):** Approved. Feedback from the BFPC committee was very positive. The motion to approve may be found in the publicly posted minutes for Dec 2022.

Key: 206

Select any proposals you would like to bundle together for approval. Only proposals you have saved are available to bundle.

Bundle Title:

Course:

Proposal A

Program:

Proposal B