

**Undergraduate and Regional Education Study Team
June 15, 2009**

Report

Introduction:

The Undergraduate and Regional Education Study Team (UREST) was appointed in spring 2009 to accomplish the following objectives:

- a. Draft mission statement
- b. Draft a list of substantive issues needing resolution
- c. Draft a time line for creating a college effective 7/1/10
- d. Draft statement of principles to guide budget administration and structure

As stated in the letter from Provost Krendl to appoint the committee:

Two initiatives have laid the foundation for developing a College of Undergraduate and Regional Education. The first grew out of last year's Task Force on the Future of Regional Campuses. The proposal was to establish a college as an academic home for all regional campuses at Ohio University. Another recommendation that emerged in several of the Task Force sub-committee reports was a call for better coordination and more effective collaboration between the Athens and regional campuses. It is my expectation that the establishment of an academic home for regional campuses is the first and necessary step to address concerns regarding the lack of coordination and collaboration across the campuses, as well as to provide an accessible entry point to the institution for both part-time and full-time students throughout the region.

The second report that contributed to the proposal to develop a new college including regional campuses and University College emerged from a "white paper" on academic restructuring prepared by the Athens and regional deans. Their suggestion, as it relates to a college that would house regional campuses, proposes an integrated unit that brings regional campuses together with University College and University Outreach to create a new academic college. There are many interesting possibilities that such an integrated college would present. The focus on access and responsive student services on the regional campuses would complement University College's commitment to improving student retention and success. The addition of Outreach programs to the unit would integrate nicely with the efforts on the part of regional campuses to be responsive to the needs of their communities and to work collaboratively with academic units to develop and market programs throughout the state and beyond. The three units would fit nicely into one unit focused on access and student success and offering several four-year degree programs and degree-completion programs through University Outreach.

The guiding principles that I would ask you to consider in developing the plan for a College of Undergraduate and Regional Education are as follows:

- Continuing to improve accessibility for students.
- Assuring affordability through offering a low-cost path to an undergraduate degree.
- Providing flexibility for part-time students.
- Facilitating the creation or consolidation of academic programs needed to further the university's long-term academic aspirations.
- Supporting the university's ability to enhance student performance.
- Resolving issues that have been longstanding barriers to operating as one university.
- Enabling academic units to be more responsive and creative in meeting the needs of students and communities served by all of our campuses.

- Helping the university to meet external mandates, particularly those associated with the University System of Ohio.
- Assuring a high quality education affirming the value of an Ohio University degree.

The membership of this committee can be found in Appendix A and represented all campus locations and broad areas of responsibility. The UREST met via videoconference on April 30, May 28, and June 4, 2009. On April 30, 2009, UREST subdivided into four subgroups based on the four objectives above, and each subgroup met via teleconference on May 14. Each subgroup's report to the larger UREST formed the basis for subsequent discussions, and the videoconferences focused on a discussion and refinement of the subgroup reports. The final reports of each subgroup were received June 8 and are presented below.

Mission:

The "gateway college"* is a partnership among Ohio University colleges and campuses designed to offer access to affordable education, quality student services and excellent, flexibly delivered academic programs to a community of learners of all ages throughout the region, state and the world.

*name to be determined by a broader consultative process

List of Substantive Issues Needing Resolution:

The Substantive Issues subgroup identified four major areas—Student Services, Academics, Administration, and Attitudes and Relationships—as those needing resolution as we conceive and create a college to interweave undergraduate and regional education. Appendix B presents several essential questions or bullet points for consideration to help frame the discussion and problem-solving related to these substantive issues.

Guiding Principles:

Appendix C presents the report of this subgroup.

Timeline:

Appendix D presents the report of this subgroup

Summary:

The UREST held a number of productive and provocative discussions about the issues inherent in combining the resources of the multi-campus Ohio University system. The vision that emerged was of a college that will serve as an effective entry point and nexus of program integration for students, faculty and staff. Clearly, there is a sense of excitement about the possibilities that a "gateway" college represents for the future of Ohio University. To fulfill its mission, the college will need to balance respect for the independent decision-making of each unit with the goal of harnessing the collective energy and resources of the college and Ohio University as a whole. In the end, there is a realization that the importance of the college's mission supersedes campus and unit identities.

Respectfully submitted:

Gary S. Neiman, co-chair

David Castle, co-chair

Appendix A

Undergraduate and Regional Education Study Team Membership

Title	Last	First	Campus Address	City, State & Zip	Office #	E-mail	Department	
Mission Statement								
Ms.	Becker	Janet	1570 Granville Pike	Lancaster, OH 43130	823-202	becker@ohio.edu	OU-Lancaster	
Dr.	Flynn	Tom	45425 National Road	St. Clairsville, OH 43950	828-2494	flynn@ohio.edu	OU-Eastern	
Dr.	Ham	Marsha	Haning Hall 102B		3-2889	ham@ohio.edu	University Outreach	Point Person
Ms.	King	Cynthia	Alden Library 101		3-2650	kingc1@ohio.edu	Advancement Center	
Ms.	Pennington	Nicole	1804 Liberty Ave.	Ironton, OH 45638	825-4611	penningj@ohio.edu	OU-Southern	
Dr.	Tice-Alicke	Susan	Porter 261		7-2718	tices@ohio.edu	Psychology	
Substantive Issues								
Vice Provost	Bird	Charles	Haning Hall 129		3-2553	bird@ohio.edu	University Outreach	
Ms.	Clapp	Lora	Chubb Hall 140		3-1935	munsell@ohio.edu	University College	
Dr.	Denham	Sharon	E360 Grover		3-4499	denham@ohio.edu	School of Nursing	
Dr.	Giesey	Jeff	Stocker Center 343		3-1573	giesey@ohio.edu	EECS	
Dr.	Hammoudi	Lahkdar	101 University Dr.	Chillicothe, OH 45601	821-222	hammoudi@ohio.edu	OU-Chillicothe	
Dr.	Lucas	Mark	252D Clippinger Lab		7-2984	lucasm@ohio.edu	Physics and Astronomy	
Mr.	Pleasant	Robert	1804 Liberty Ave.	Ironton, OH 45638	825-4611	pleasanr@ohio.edu	OU-Southern	
Dr.	Rae	Char	Chubb Hall 140		3-1947	rae@ohio.edu	University College	
Dr.	Rice	Linda	McCracken Hall 133		3-0253	ricel2@ohio.edu	College of Education	Point Person
Timeline								
Dr.	Ham	Marsha	Haning Hall 102B		3-2889	ham@ohio.edu	University Outreach	
Dean	Neiman	Gary	Grover Center 381W		3-9336	neiman@ohio.edu	Health and Human Services	Point Person
Statement of Principles								
Dr.	Al-Saghir	Mohannad	1425 Newark Rd.	Zanesville, OH 43701	588-1531	al-saghi@ohio.edu	Biological Sciences	
Dr.	Cao	Qiuping	1570 Granville Pike	Lancaster, OH 43130 St. Clairsville, OH 43950	823-202	cao@ohio.edu	OU-Lancaster	Point Person
Dr.	Castle	David	45425 National Road		828-2494	castle@ohio.edu	OU-Eastern	
Dean	Descutner	David	Chubb 140		3-1940	descutne@ohio.edu	University College	
Dean	Fonseca	Jim	1425 Newark Rd.	Zanesville, OH 43701	822-1434	fonseca@ohio.edu	OU-Zanesville	
Mr.	Triplett	Joe	101 University Dr.	Chillicothe, OH 45601	774-7700	triplejtj@ohio.edu	I.T. Support Specialist	
Support & Resource Personnel								
Executive								
Dean	Evans	Dan	Cutler Hall 206		3-9952	evansd1@ohio.edu	Regional Campuses	
Ms.	Hayden	Kim	Cutler Hall 206		3-2551	hayden@ohio.edu	UORC	

Appendix B

List of Substantive Issues Needing Resolution

**College of Undergraduate and Regional Education Study Team
Substantive Issues Subgroup Report**

Members: Charles Bird, Lora Clapp, Sharon Denham, Jeff Giesey, Lahkdar Hammoudi , Mark Lucas, Robert Pleasant, Char Rae, Linda Rice (Convener)

Focal Point: The new college as an Opportunity for Student Success

This Substantive Issues subgroup has identified four major areas—Student Services, Academics, Administration, and Attitudes and Relationships—as those needing resolution as we conceive of a College of Undergraduate and Regional Education. Following are several essential questions or bullet points for consideration to help frame the discussion and problem-solving related to these substantive issues.

1. STUDENT SERVICES

- How will we ensure that the new structure maintains the “personal touch” and meets access needs of diverse students?
- How will we ensure high quality advising that contributes to student opportunity and success?
- How can the college become a hub for developmental education in ways that help all students succeed?

2. ACADEMICS

Faculty

- What will the relationship between regional campus and academic departments be?
- Will the college have its own faculty? (i.e. Will faculty be tenured in the new college or in existing departments?)
- How will workload, pay scale, promotion and tenure be handled across campuses and academic departments?

Courses and Programs

- How do we create a system unity and maintain a level of autonomy needed to serve our communities while being mindful of USO expectations? (This includes issues of competing courses, who can offer what, etc.)
 - Consistency, flexibility, and quality across modes of delivery
 - Consistency of resources
 - Collaboration in departments
 - Cross faculty support/across campuses
 - Dispute resolution (i.e. mechanism to solve problems)
- How will faculty be involved in the curricular process, including new program development?

Technology

- What will the relationship between the new college, OULN, and future delivery systems?

3. ADMINISTRATION

Structure

- How will the college and individual units be named to reflect all three components?
- What are the organizational and reporting structures?
- What are the functions of the units, and how do they interact?
- How will the new college be reflected in university policy and governance structures, including administrative, classified, and faculty senates and pertinent evaluations?

Budget and Finances

- How will the new college and individual units be financed?
- How will overhead and services be financed, particularly for regional campuses?
- What portion will be revenue-based vs. cost-centered?
- Will there be differential tuition based on campus?
- What are the budget implications from the USO?

Staff

- Will staff be classified differently with the new college structuring? (i.e. Will UC Advisors be considered Administrators, Faculty, or Staff?)
- What service will be shared across the college and which ones are particular to the units?
- How do those functions report through the unit?

4. ATTITUDES and RELATIONSHIPS

Relationships

- Clearly articulate to faculty and staff the reasons for the restructuring and how it benefits each unit.

Communication-Communication-Communication

- How do we create a system unity and maintain a level of autonomy needed to serve our communities?
- How will we ensure that all parties are empowered in the process and implementation of the new college?
- What will this college look like five years out when it is doing extraordinarily well? Build on “what we want to be” as a whole rather than “what we currently are.”

Appendix C

Guiding Principles of Structure, Administration, and Budget

Undergraduate and Regional Education College Study Team
Sub-group Report on Guiding Principles of Structure, Administration, and Budget

Guiding Principles:

- (1) Each decision regarding the structure, administration, personnel, budget, and operation of the college will be evaluated on the basis of whether it will enhance the college's mission of offering educational access, quality student services, and flexibly delivered, excellent academic programs to a community of learners of all ages throughout the region, state, and world.

Structure

- (2) The structure of the college should reflect that of existing colleges, except where the unique nature of Regional Higher Education and the missions of University College and Outreach require flexible and innovative approaches.
- (3) Essential to the overall success and shared mission of the college is recognition of the unique strengths and service areas of each unit of the college (UC, Outreach, OUC, OUE, OUL, OUS, and OUZ).
- (4) As the technology of distance learning is critical to the mission of the college, the units of Lifelong and Distance Learning, University College, Regional Campuses, and Outreach need to be coordinated and administered by the college.
- (5) The college should have full and proportional representation within the Athens committee structure.

Administration

- (6) In the course of creating the college and resolving substantive issues now and in the future, the college will operate on the principle of shared governance, informed by existing Ohio University policies and guidelines.
- (7) To fulfill its mission, the college will balance respect for the independent decision-making of each unit with the goal of harnessing the collective energy and resources of the college and Ohio University as a whole.
- (8) The college will operate on a collegial and collaborative basis, with coordinated scheduling, synchronized course times, and shared services where possible.
- (9) In addition to collaborating with colleges, schools, and departments to deliver degree programs to underserved populations, the college will control its own curriculum and degree programs and will have the ability to respond promptly to degree needs in its geographic service areas.
- (10) The dean of this college, as well as the chief executives of each campus, will be subject to review by faculty as outlined in the Faculty Handbook. Additionally, the leaders of the constituent units (University College, Outreach, and each regional campus) will be formally involved in the evaluation process.

Budget

- (11) The budget structure of the college will be determined in light of the current policies governing the regional campuses' budgeting practices and in light of the principle that all the units within the college are essential to its shared mission.

- (12)** The college will aspire to be a model of fiscal responsibility, striving to reduce costs while investing in the resources necessary to provide a high quality education.
- (13)** Every effort must be made to eliminate financial disincentives that limit collaboration and shared services between and among the various units of the college, specifically the individual regional campuses, as well as other colleges and academic departments. Budget and administrative structure should facilitate collaboration and seek to reduce competition among campuses and units.
- (14)** The college will be committed to ongoing investment in the best resources and technologies to serve its mission of education, outreach, research, and service to the region.

Appendix D

Timeline

Undergraduate and Regional Education Study Team Timeline

May-June 2009:	Initial Study Team Recommendations by June 15, 2009
July 1-Dec. 31, 2009:	Resolution of substantive issues, with understanding that a number of issues, including those that are faculty-related, need to be resolved through established procedures of deliberation and may take longer
Fall 2009:	<p>Series of town-hall meetings with faculty and staff to discuss topics below</p> <p>Use a Web-based application to provide opportunities for asynchronous discussion of issues related to the following:</p> <ul style="list-style-type: none">• Student services• Academics• Administration (organizational structure and budget)• Attitudes and relationships <p>Establish appropriate cross functional work teams to develop new and revised processes for those activities common to the Regional campuses, University College and University Outreach/Lifelong and Distance Learning where benefit can be derived through shared services and activities, can bring closer alignment with University-wide activities and functions, and provide enhanced student service across the college</p>
Spring 2010:	<p>Identify and appoint (interim?) administrative leadership</p> <p>Vet new and revised processes for input and any needed revision prior to adoption</p> <p>Submit appropriate paperwork to Board of Trustees to seek approval for formation of the new college and the name for the college</p>
July 1, 2010:	<p>Launch of college</p> <p>Institute new and revised processes</p> <p>Provide training and cross-training as appropriate to support implementation of new and revised processes</p>
After July 1, 2010:	<p>Launch search to identify and appoint ongoing college leadership effective</p> <p>Jan. 1, 2011 or thereafter</p> <p>Establish a continuous improvement team to work with the individual selected to lead college</p>