

CHS/CSJHS Merger Process and Recommendations

Introduction

The University of Toledo is exploring options to improve effectiveness and efficiencies in the Division of Academic Affairs. One potential strategy is to consider merging existing colleges. President Gaber and Provost Barrett asked deans from the existing colleges to begin conversations about possible mergers. The College of Health Sciences and the College of Social Justice and Human Services had such a conversation and after much deliberation decided to move forward with a proposal to merge the two colleges.

Process

To begin the process of developing this proposal, the dean's cabinets of the current Colleges of Health Sciences and Social Justice and Human Services met to develop some guiding principles for a possible merger of the two colleges. They are:

- Must support and enhance teaching and student learning.
- Must provide a welcoming environment and equal opportunity for all programs residing in the new college
- Must provide an organizational structure that empowers programs to meet the requirements of specialized accreditation
- Must provide an organizational structure that allows and encourages sharing resources wherever possible
- Must support and enhance interprofessional education and practice as well as interdisciplinary research
- Must include input from all stakeholders
- Must hold current tenure-track faculty of merged college harmless in terms of their existing college-specific promotion and tenure standards until such time new standards are developed and approved
- Must continue to support college-specific inter professional, outreach and engagement, and research activities
- Must continue to support and enhance focus on career preparation/career development of graduates from its various disciplines
- Must continue to support and enhance existing Centers/Institutes/research laboratories and, where possible, build multidisciplinary synergies between them

To begin exploring possible organization structures for a merged college, the dean's cabinet members from both current colleges felt it was important to diversify the programs represented and invited members from their respective college councils to join the planning team. We requested two members from each college council, who were from academic programs not already represented among the cabinet members, to join the cabinet members in developing some organizational structure models to share with faculty and staff for their input. The members of this planning team were:

- Debra Banks, Business Manager, CHS & CSJHS
- Wendy Cochrane, CSJHS College Council
- Joseph Dake, Chair, CHS
- Rodney Gabel, CHS College Council
- Thomas Gutteridge, Interim Dean, CSJHS
- Christopher Ingersoll, Dean, CHS
- Ruthie Kucharewski, CHS College Council
- David Kujawa, Assistant Dean, CHS
- John Laux, Associate Dean & Chair, CSJHS
- Michelle Masterson, Chair, CHS
- Michael Prior, CSJHS College Council
- Barry Scheuermann, Associate Dean, CHS
- James Tuschman, Director, Outreach and Community Engagement, CSJHS
- Lois Ventura, Associate Dean & Interim Chair, CSJHS
- Suzanne Wambold, Chair, CHS

The following organization structure models were developed to illustrate possible alignments of the programs in a new college and to provide a basis for obtaining input from faculty and staff from both current colleges. The four models presented were identified as possible structures, but the final model was to be formulated based on the input received. The models presented for discussion and input were as follows:

OPTION A

| UNIT 1 | UNIT 2 | UNIT 3 |
|-----------------------------------|---------------------------|---------------------------|
| Health Care Administration | Counselor Education | Athletic Training |
| Health Education | Criminal Justice | Exercise Science |
| Health Information Administration | Legal Specialties | Kinesiology Service |
| Public Health | School Psychology | Occupational Therapy |
| | Social Work | Physical Therapy |
| | Speech-Language Pathology | Recreational Therapy |
| | | Recreation Administration |
| | | Respiratory Care |

OPTION B

| UNIT 1 | UNIT 2 | UNIT 3 | UNIT 4 |
|-----------------------------------|-------------------|---------------------------|---------------------------|
| Health Care Administration | Criminal Justice | Athletic Training | Counselor Education |
| Health Education | Legal Specialties | Exercise Science | School Psychology |
| Health Information Administration | Social Work | Kinesiology Service | Speech-Language Pathology |
| Public Health | | Occupational Therapy | |
| | | Physical Therapy | |
| | | Recreational Therapy | |
| | | Recreation Administration | |
| | | Respiratory Care | |

OPTION C

| UNIT 1 | UNIT 2 | UNIT 3 | UNIT 4 |
|-----------------------------------|-------------------|---------------------------|---------------------------|
| Exercise Science | Criminal Justice | Athletic Training | Counselor Education |
| Health Care Administration | Legal Specialties | Kinesiology Service | School Psychology |
| Health Education | Social Work | Occupational Therapy | Speech-Language Pathology |
| Health Information Administration | | Physical Therapy | |
| Public Health | | Recreational Therapy | |
| | | Recreation Administration | |
| | | Respiratory Care | |

OPTION D

| UNIT 1 | UNIT 2 | UNIT 3 | UNIT 4 |
|-----------------------------------|-------------------|----------------------|---------------------------|
| Health Care Administration | Criminal Justice | Athletic Training | Counselor Education |
| Health Education | Legal Specialties | Exercise Science | Recreation Administration |
| Health Information Administration | Social Work | Kinesiology Service | Recreational Therapy |
| Public Health | | Occupational Therapy | School Psychology |
| | | Physical Therapy | Speech-Language Pathology |
| | | Respiratory Care | |

The planning group felt it was important to provide multiple ways to solicit input on these models. Two town hall meetings were scheduled to collect input and answer questions on the models and/or merger proposal process. Two meetings were held:

- Wednesday, October 21 from 9:00 – 10:00am in HHS 1711B & C
- Thursday, October 22 from 3:00 – 4:00pm in HHS 1711B & C

Notes from these town hall meetings were provided to the members of the planning team.

The second method used to provide feedback was through an anonymous survey. Kyle Parsons from IT Support prepared the survey on SurveyMonkey® and sent a link to all faculty and staff with instructions on how to participate in the survey. Faculty and staff were also provided the four model options presented above. The questions on the survey were largely open ended. The following questions were asked in the survey:

- Of the models presented, is there one or two that you prefer? Why?
- Are there programs that you think should be together? If so, which ones?
- Are there any other comments you would like to share?
- Do you have any recommendations for the name of the possible new college?

The final method to collect input was to take the opportunity to speak with planning team members personally. Planning team members also proactively reached out to their colleagues to gather input.

Members of the planning team reviewed all of the input and met on Thursday, November 5 to design a recommended organization structure for the proposed college.

Recommended Name and Organizational Structure

The recommended name for the new college is the **College of Health & Human Services**.

The recommended organizational structure is based on a 'school model' rather than the traditional department model. The recommended structure is as follows:

| SCHOOL 1 | SCHOOL 2 | SCHOOL 3 | SCHOOL 4 |
|-----------------------------------|-------------------|---------------------------|---------------------------|
| Health Care Administration | Criminal Justice | Athletic Training | Counselor Education |
| Health Education | Legal Specialties | Exercise Science | School Psychology |
| Health Information Administration | Social Work | Occupational Therapy | Speech-Language Pathology |
| Public Health | | Physical Therapy | |
| | | Respiratory Care | |
| | | Recreation Administration | |
| | | Recreational Therapy | |

The proposed 'school model' is designed to place more emphasis on programs rather than departments. Many of the programs in both the College of Health Sciences and the College of Social Justice and Human Services maintain specialized accreditation. It is required for many of them. Many of these specialized accreditation agencies require a certain amount of programmatic autonomy as related to budget and personnel. The intent of this model is to accommodate these accreditation requirements and empower programs.

The names of each school will be determined by the faculty in the units under the leadership of its chair.