

EXECUTIVE SUMMARY

ACTION ITEM: Approval of Creation of College for Healthy and Human Services and Disestablishment of the Consortium of Professional Schools (NAU)

ISSUE: The Board is asked to approve a request for a set of changes which would establish a new College for Health and Human Services and disestablish the Consortium of Professional Schools at Northern Arizona University

BACKGROUND

- Three years ago, Northern Arizona University underwent a significant restructuring, driven in part by realignment of resources and in part by a cumbersome administrative structure. At the time, ten colleges or schools reported to the Provost, with uneven faculty and staff distribution, disparate resource allocation, and overly complex administrative team. A proposal to consider an academic reorganization was accompanied by significant cuts to all areas of NAU's budget.
- The President and Provost appointed a Blue Ribbon Task Force on Academic Restructuring, with representation from deans, faculty, staff, directors, Regents' professors, and others. Over several months of research and analysis, the Task Force created and analyzed several models for the new academic structure. The President and Provost undertook extensive discussions with academic and other constituencies on campus about the various plans. There was little-to-no opposition to the idea of restructuring, but there were divided opinions on the details.
- After considering all input, President Haeger announced his proposed reorganization structure in April, 2004. NAU reorganized its academic division into six approximately equally-sized academic units, each with a dean. Formerly stand-alone research/service units became a part of the new colleges. Following approval by ABOR, the new structure was effective July 1, 2004.
- In the dialogue about the proposed restructure, the area that prompted the most discussion was what the appropriate structure for the accredited stand-alone schools—Forestry and Hotel and Restaurant Management, as well as Nursing, Physical Therapy, and other accredited programs—should be. A number of models that aligned these schools with other colleges were proposed, but no idea emerged that protected the integrity of the individual units and provided effective resource balances among the new colleges. As a consequence, the decision was made to create a "Consortium of Professional Schools and Colleges" consisting of the above units, each led by an Executive Director. The university was fortunate to find someone who could manage such a disparate group of academic areas in the person of a retired dean.

- The reorganization has been quite successful, and a number of academic areas that had not had contact with each other before found commonalities they had not previously realized. Combining the research/service centers with the colleges had the anticipated benefit of more strongly linking instruction and research. Reducing the number of academic units has led to a much stronger academic leadership team.

DISCUSSION

- In academe, just as in the rest of the world, nothing stands still for long. In FY05, NAU's nursing program, along with others in the tri-university system, received a mandate to double the capacity of its existing nursing programs. Partly because of this, for FY06 the Department of Nursing was promoted to a school, and the College of Health Professions was reorganized into two separate schools – Health Professions and Nursing, each with its own Executive Director. The Consortium of Professional Schools and Colleges was renamed the Consortium of Professional Schools.
- FY06 also heralded increased discussion of the proposed new medical school and its accompanying education complex. At the dedication of the ABC2 building, Governor Napolitano announced that she was looking forward to NAU's participation in the complex. It was clear that the shortage of health care professionals in a wide variety of occupational areas is a major issue for the state. Northern Arizona University has a strong cadre of clinical health care programs in addition to nursing – Physical Therapy (recently identified by US News and World Report as one of the best programs in the nation), Speech Pathology, Dental Hygiene, and Athletic Training.
- The university hired Steve Collier, a noted health care program consultant, to assess both Arizona's need for health care professionals and NAU's capacity to deliver those programs. His conclusion was that Arizona needs health care professionals and NAU has the capability and foundation of programs in place to become a strong player in providing health care education programs for the state.
- In summer, 2006, the Regents awarded NAU \$13 million over five years to expand its existing health care programs and strengthen its statewide presence in Phoenix. The University also made a request for money to create new health care programming as its top priority for the FY08 budget. Clearly (and relatively suddenly), health care programming became an area both of focus and of growth for NAU.
- In response to this turn of events, President Haeger concluded that the University must increase the visibility of its health care programs, and quickly bring in strong leadership to help make sure NAU can fulfill its commitments to the state. He further concluded that he would not be able to attract the leader NAU needs if health care programs were a part of an organizational structure that included forestry and hotel and restaurant management.

- If the Schools of Health Professions and Nursing became a unit separate from the Consortium, then only Forestry and Hotel and Restaurant Management, two units with a combined faculty count of about 40, would remain. Given the small size of this unit and the extremely disparate curricula and goals of the two schools, President Haeger concluded that they would each need to become a part of a larger academic administrative structure.
- There were good reasons to consider the School of Hotel and Restaurant Management moving administratively to the College of Business where it could take advantage of some of their common business interests, and that the School of Forestry could move administratively to the College of Engineering and Natural Sciences. This seemed like a natural fit given the significant graduate education and research capabilities of the two groups. Both of these moves, in fact, had been suggested in the original restructuring plans of 2004.
- At the end of January, President Haeger and Provost Grobsmith met with the faculty and staff of each of the four units within the Consortium, and described the changes that they believed should be made and the reasons for them. It was clear from this first set of meetings that there would need to be much more discussion with the groups before they would feel comfortable with the new direction.
- Over the next few weeks, the Provost, President, and Executive Vice President met repeatedly with faculty in each area to understand their concerns, and to do what they could to alleviate them. There were several thorough discussions of these changes in the Faculty Senate. Ultimately, the School of Hotel and Restaurant Management elected to move administratively to the College of Business Administration. The Schools of Health Professions and Nursing agreed to become a combined College of Health and Human Services.
- The School of Forestry asked for more time to consider the implications of a change for the School and identify all the options available. They were offered the opportunity to report to the Office of the Provost for up to two years, with the proviso that if they wanted to consider aligning with another college any time before the two years were up, they were free to do so. In any case, the organization will be revisited at the end of two years.
- Within the Office of the Provost, there are a variety of staff that would provide oversight and assistance to the School of Forestry, including the Vice Provost for Academic Personnel, who has eight years experience as a dean and a year's experience as the Interim Provost. The School of Forestry accepted this offer, and the Faculty Senate voted unanimously to support the proposed changes.

Proposal:

The organizational changes requested are:

1. As of June 30, 2007, dissolve the Consortium of Professional Schools
2. As of July 1, 2007, create the College of Health and Human Services which will consist of the existing schools of Health Professions and Nursing.
3. As of July 1, 2007, move the School of Hotel and Restaurant Management administratively to the College of Business.
4. As of July 1, 2007, move the School of Forestry administratively to the Office of the Provost, for up to two years.

The summary of the full proposal may be found in Attachment A; the full proposal is available upon request.

RECOMMENDATION:

That the Board approve the proposed reorganization at Northern Arizona University to establish a College of Health and Human Services, disestablish the Consortium of Professional Schools, move the School of Hotel and Restaurant Management into the College of Business, and temporarily move the School of Forestry to the Office of the Provost as described in this executive summary

ATTACHMENT A

Organizational Changes	Establish the College for Health and Human Services Disestablish the Consortium of Professional Schools
Requested by	Northern Arizona University
Description of Proposed Change/New Unit	<p>Northern Arizona University proposes a partial restructure of its academic units that will result in the dissolution of a current college, the creation of a new one and the move of two units from the current college to alternate management structures.</p> <p>The Consortium of Professional Schools, led by a Dean, currently houses the School of Health Professions, School of Nursing, School of Hotel and Restaurant Management and the School of Forestry, each led by an Executive Director. Northern Arizona University proposes the following changes in organization and nomenclature:</p> <ol style="list-style-type: none"> 1. The Consortium of Professional Schools will be dissolved on July 1, 2007. 2. The university will move forward with the creation of a new College for Health and Human Services. It will join the existing School of Health Professions and School of Nursing. A search for a dean of the college will be launched following ABOR approval of the new structure. 3. The School of Hotel and Restaurant Management will join the College of Business Administration, effective July 1, 2007. 4. The School of Forestry will report to the Office of the Provost, beginning July 1, 2007, through June 30, 2009. We will review the effectiveness of this organizational structure in 2009 or at any time such a review is requested by the School of Forestry or initiated by the provost.
Purpose and Activities of Unit	<p>This change will accomplish several goals:</p> <ul style="list-style-type: none"> • Allow the School of Health Professions and the School of Nursing to refocus, enhance, and strengthen its educational mission and research efforts as a college. This change is driven by the need for health professionals across several disciplines. In order to be able to build its health care programming and attract a

<p>Purpose and Activities of Unit (cont.)</p>	<p>nationally known administrator to lead those efforts, it is crucial to have an organization that focuses solely on those initiatives. In addition to addressing the health program's academic needs, the request for College status also organizes the programs more effectively to meet current and projected state demand for health professionals. The proposed College will allow the unit to broaden the variety, capacity, and quality of programs and services to meet those increased demands.</p> <ul style="list-style-type: none"> • Allow the School of Hotel and Restaurant Management to enhance existing collegial relationships with others in the College of Business Administration to potentially foster additional cross-disciplinary programs. • Allow the School of Forestry to report directly to the Office of the Provost, beginning July 1, 2007, through June 30, 2009, to determine where to combine their programs with similar teaching- and research-focused missions thus providing similarly-oriented colleagues for collaboration and cross-disciplinary programming.
<p>Students Impacted</p>	<p>Fall 2006 enrollment in the programs in the Consortium and that will be impacted by this change are shown in Attachment B.</p>
<p>Resources A. Faculty and Staff</p> <p>B. Physical Facilities and Equipment</p>	<p>A. The new college will consist of the existing faculty and staff in the current School of Health Professions and School of Nursing. The college will be led by a dean. Faculty and staff resources will remain unchanged in the Schools of Hotel and Restaurant Management and Forestry. Information on the numbers of faculty and staff in the Consortium will be found in Attachment B.</p> <p>B. The schools in the college will continue to be housed in their current buildings. Should we move forward to expand health-care programs, we will need to make more space available and we are tentatively planning a new Health Care educational and clinical complex, to be funded partially with TRIF dollars.</p>

<p>C. Library resources, materials, supplies</p> <p>D. Other Information</p> <p>E. Sources of Funding</p>	<p>C. Current library holdings are adequate at this time. Clinical health care programs typically require the use of medical “disposables” as students learn to operate specialized equipment, provide patient assessments, etc.</p> <p>D. There are no implications for accreditation, of either the institution or individual programs. However, the affected units will inform their accrediting organizations of the new structural reporting relationship, per the respective accreditation requirements.</p> <p>E. Funding is already available in the existing schools to support current programs. NAU has been allocated over \$6M in TRIF over attainment dollars for the next four years to expand existing programming and another \$6M for statewide support, including a building in north Phoenix where some of these expanded programs can be housed. NAU has made a request to the legislature for additional funding (\$4M) to support new programs. If that money is not forthcoming, NAU will focus only on expanding existing programs.</p> <p>Budget information for the new College of Health and Human Services, the School of Forestry and the College of Business with the School of Hotel and Restaurant Management incorporated will be found in Attachment C, D and E.</p>
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Attachment B

STUDENT ENROLLMENT, FACULTY AND STAFF IN CONSORTIUM PROGRAMS

<u>Student Enrollment (Fall 2006) in Consortium</u>			
(PROPOSED) COLLEGE OF HEALTH & HUMAN SERVICES (CHHS)	<u>Undergrad</u>	<u>Grad</u>	<u>TOTAL</u>
<i>School of Health Professions</i>			
Dental Hygiene	214	0	214
Health Sciences	408	1	409
Rehabilitation Sciences	138	223	361
<i>School of Nursing</i>	<u>607</u>	<u>37</u>	<u>644</u>
TOTAL ENROLLMENT (CHHS)	1367	261	1628
SCHOOL OF FORESTRY	178	55	233
SCHOOL OF HOTEL AND RESTAURANT MANAGEMENT	711	0	711

<u>Consortium Faculty/Staff Counts</u>			
(PROPOSED) COLLEGE OF HEALTH AND HUMAN SERVICES	<u>Faculty</u>	<u>Staff</u>	<u>TOTAL</u>
<i>School of Health Professions</i>			
Dental Hygiene	8.8	3.0	11.8
Health Sciences	14.5	3.8	18.3
Rehabilitation Sciences	16.6	5.9	22.5
<i>School of Nursing</i>	<u>26.6</u>	<u>10.9</u>	<u>37.5</u>
TOTAL FACULTY AND STAFF (CHHS)**	67.5	31.8	99.2
SCHOOL OF FORESTRY	20.6	20.0	40.6
SCHOOL OF HOTEL AND RESTAURANT MANAGEMENT	16.0	16.8	32.8

** Does not include new positions allocated through TRIF overattainment

**ARIZONA BOARD OF REGENTS
NEW ACADEMIC PROGRAM BUDGET PROJECTIONS**

Attachment C

University: Northern Arizona University
Department: College for Health and Human Services

COLLEGE FOR HEALTH & HUMAN SERVICES	Current College budget (not yet formed)			Year 1 - Incremental (Combine Schools of Health Professions and Nursing)			Year 2 - Incremental			Year 3 - Incremental		
	State	Local	Total	State	Local	Total	State	Local	Total	State	Local	Total
	Faculty				\$3,468,259	\$30,336	\$3,498,595			\$0		
Other Staff				\$1,494,338	\$197,868	\$1,692,206			\$0			\$0
Graduate Assistants				\$32,768	\$6,154	\$38,922			\$0			\$0
Employee Related Expenses					\$104,600	\$104,600			\$0			\$0
Subtotal Personal Services				\$4,995,365	\$338,958	\$5,334,323	\$0	\$0	\$0	\$0	\$0	\$0
In-State Travel				\$70,923	\$36,500	\$107,423			\$0			\$0
Out-State Travel					\$45,300	\$45,300			\$0			\$0
Professional & Outside Services				\$4,098	\$49,100	\$53,198			\$0			\$0
Other Operating Expenses				\$584,430	\$1,036,400	\$1,620,830			\$0			\$0
Subtotal Other Operating Expenses				\$659,451	\$1,167,300	\$1,826,751	\$0	\$0	\$0	\$0	\$0	\$0
Total PS and OOE				\$5,654,816	\$1,506,258	\$7,161,074	\$0	\$0	\$0	\$0	\$0	\$0
One-Time Expenditures			\$0			\$0			\$0			\$0
* Construction/Renovation			\$0			\$0			\$0			\$0
Describe:			\$0			\$0			\$0			\$0
* Equipment			\$0			\$0			\$0			\$0
Replacement			\$0			\$0			\$0			\$0
New Computer			\$0			\$0			\$0			\$0
* Library Resources			\$0			\$0			\$0			\$0
Acquisition of ...			\$0			\$0			\$0			\$0
Other:			\$0			\$0			\$0			\$0
Describe:			\$0			\$0			\$0			\$0
Total One-Time Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Incremental Budget				\$5,654,816	\$1,506,258	\$7,161,074	\$0	\$0	\$0	\$0	\$0	\$0
Less one-time expenditures from prior year												
Total Yearly Budget				\$5,654,816	\$1,506,258	\$7,161,074	\$0	\$0	\$0	\$0	\$0	\$0
Source of Funding												
State Funds - Current				\$5,654,816		\$5,654,816	\$0	\$0	\$0	\$0	\$0	\$0
State Funds - New												\$0
Local Funds					\$1,506,258	\$1,506,258		\$0	\$0		\$0	\$0
Describe: Indirect Cost Recovery												

NOTE: Budget figures include only those funds directly available to colleges (TRIF funds managed by Distance Learning or president's office not included)

**ARIZONA BOARD OF REGENTS
NEW ACADEMIC PROGRAM BUDGET PROJECTIONS**

Attachment D

University: Northern Arizona University
Unit: Move School of Hotel and Restaurant Management to College of Business

COLLEGE OF BUSINESS	Current College of Business budget			Year 1 - Incremental (add School of Hotel and Restaurant Management)			Year 2 - Incremental			Year 3 - Incremental		
	State	Local	Total	State	Local	Total	State	Local	Total	State	Local	Total
Faculty	\$4,278,080	\$57,839	\$4,335,919	\$1,167,061		\$1,167,061						\$0
Other Staff	\$1,132,072	\$697,369	\$1,829,441	\$540,071	\$320,611	\$860,682						\$0
Graduate Assistants	\$39,520		\$39,520	\$4,500		\$4,500						\$0
Employee Related Expenses		\$277,300	\$277,300		\$127,200	\$127,200						\$0
Subtotal Personal Services	\$5,449,672	\$1,032,508	\$6,482,180	\$1,711,632	\$447,811	\$2,159,443	\$0	\$0	\$0	\$0	\$0	\$0
In-State Travel	\$6,000	\$86,500	\$92,500	\$7,500	\$5,700	\$13,200						\$0
Out-State Travel		\$24,100	\$24,100		\$4,400	\$4,400						\$0
Professional & Outside Services		\$155,700	\$155,700		\$6,000	\$6,000						\$0
Other Operating Expenses	\$249,875	\$3,854,900	\$4,104,775	\$268,007	\$386,300	\$654,307						\$0
Subtotal Other Operating Expenses	\$255,875	\$4,121,200	\$4,377,075	\$275,507	\$402,400	\$677,907	\$0	\$0	\$0	\$0	\$0	\$0
Total PS and OOE	\$5,705,547	\$5,153,708	\$10,859,255	\$1,987,139	\$850,211	\$2,837,350	\$0	\$0	\$0	\$0	\$0	\$0
One-Time Expenditures		\$0	\$0			\$0						\$0
* Construction/Renovation			\$0			\$0						\$0
Describe:			\$0			\$0						\$0
* Equipment			\$0			\$0						\$0
Replacement			\$0			\$0						\$0
New Computer			\$0			\$0						\$0
* Library Resources			\$0			\$0						\$0
Acquisition of ...			\$0			\$0						\$0
Other:			\$0			\$0						\$0
Describe:			\$0			\$0						\$0
Total One-Time Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Incremental Budget	\$5,705,547	\$5,153,708	\$10,859,255	\$1,987,139	\$850,211	\$2,837,350	\$0	\$0	\$0	\$0	\$0	\$0
Less one-time expenditures from prior year												
Total Yearly Budget	\$5,705,547	\$5,153,708	\$10,859,255	\$1,987,139	\$850,211	\$2,837,350	\$0	\$0	\$0	\$0	\$0	\$0
Source of Funding												
State Funds - Current	\$5,705,547		\$10,859,255	\$1,987,139		\$2,837,350	\$0		\$0			\$0
State Funds - New												
Local Funds		\$5,153,708	\$5,153,708		\$850,211	\$850,211		\$0			\$0	\$0
Describe: Indirect Cost Recovery												

NOTE: Budget figures include only those funds directly available to colleges (TRIF funds managed by Distance Learning or president's office not included)

**ARIZONA BOARD OF REGENTS
NEW ACADEMIC PROGRAM BUDGET PROJECTIONS**

Attachment E

University: Northern Arizona University
Department: School of Forestry

SCHOOL OF FORESTRY	Current Provost Office budget for academic programs			Year 1 - Incremental -- (move School of Forestry for two years)			Year 2 - Incremental			Year 3 - Incremental		
	State	Local	Total	State	Local	Total	State	Local	Total	State	Local	Total
	Faculty			\$1,220,210	\$0	\$1,220,210	\$0			\$0		
Other Staff			\$561,795	\$77,200	\$638,995	\$0			\$0			\$0
Graduate Assistants			\$183,833	\$0	\$183,833	\$0			\$0			\$0
Employee Related Expenses				\$36,800	\$36,800				\$0			\$0
Subtotal Personal Services			\$1,965,838	\$114,000	\$2,079,838	\$0			\$0			\$0
In-State Travel			\$19,154	\$16,900	\$36,054				\$0			\$0
Out-State Travel				\$9,500	\$9,500				\$0			\$0
Professional & Outside Services			\$6,514	\$11,800	\$18,314				\$0			\$0
Other Operating Expenses			\$185,139	\$139,800	\$324,939				\$0			\$0
Subtotal Other Operating Expenses			\$210,807	\$178,000	\$388,807	\$0			\$0			\$0
Total PS and OOE			\$2,176,645	\$292,000	\$2,468,645	\$0			\$0			\$0
One-Time Expenditures			\$0		\$0				\$0			\$0
* Construction/Renovation			\$0		\$0				\$0			\$0
Describe:			\$0		\$0				\$0			\$0
* Equipment			\$0		\$0				\$0			\$0
Replacement			\$0		\$0				\$0			\$0
New Computer			\$0		\$0				\$0			\$0
* Library Resources			\$0		\$0				\$0			\$0
Acquisition of ...			\$0		\$0				\$0			\$0
Other:			\$0		\$0				\$0			\$0
Describe:			\$0		\$0				\$0			\$0
Total One-Time Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Incremental Budget	\$0	\$0	\$2,176,645	\$292,000	\$2,468,645	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Less one-time expenditures from prior year												
Total Yearly Budget	\$0	\$0	\$2,176,645	\$292,000	\$2,468,645	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Source of Funding												
State Funds - Current			\$2,176,645		\$2,176,645							
State Funds - New												
Local Funds	\$0	\$0	\$292,000	\$292,000	\$292,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Describe: Indirect Cost Recovery												

NOTE: Budget figures include only those funds directly available to colleges (TRIF funds managed by Distance Learning or president's office not included)