

Cover/Signature Page - Abbreviated Template/Abbreviated Template with Curriculum

Institution Submitting Request: *University of Utah*
 Proposed Title: *College of Health*
 Currently Approved Title: *College of Health*
 School or Division or Location: *University of Utah Health Sciences Center*
 Department(s) or Area(s) Location: *N/A*
 Recommended Classification of Instructional Programs (CIP) Code¹ (for new programs): *N/A*
 Current Classification of Instructional Programs (CIP) Code (for existing programs): *N/A*
 Proposed Beginning Date (for new programs): *August 15, 2016*
 Institutional Board of Trustees' Approval Date:

Proposal Type (check all that apply):

Regents' General Consent Calendar Items		
<i>R401-5 OCHE Review and Recommendation; Approval on General Consent Calendar</i>		
SECTION NO.		ITEM
5.1.1	<input type="checkbox"/>	Minor*
5.1.2	<input type="checkbox"/>	Emphasis*
5.2.1	<input type="checkbox"/>	(CER P) Certificate of Proficiency*
5.2.3	<input type="checkbox"/>	(GCR) Graduate Certificate*
5.4.1	<input type="checkbox"/>	New Administrative Unit
	<input type="checkbox"/>	Administrative Unit Transfer
	<input checked="" type="checkbox"/>	Administrative Unit Restructure
	<input type="checkbox"/>	Administrative Unit Consolidation
5.4.2	<input type="checkbox"/>	Conditional Three-Year Approval for New Centers, Institutes, or Bureaus
5.4.3	<input type="checkbox"/>	New Center
	<input type="checkbox"/>	New Institute
	<input type="checkbox"/>	New Bureau
5.5.1	<input type="checkbox"/>	Out-of-Service Area Delivery of Programs
5.5.2	<input type="checkbox"/>	Program Transfer
	<input type="checkbox"/>	Program Restructure
	<input type="checkbox"/>	Program Consolidation
5.5.3	<input type="checkbox"/>	Name Change of Existing Programs
5.5.4	<input type="checkbox"/>	Program Discontinuation
	<input type="checkbox"/>	Program Suspension
5.5.5	<input type="checkbox"/>	Reinstatement of Previously Suspended Program
	<input type="checkbox"/>	Reinstatement of Previously Suspended Administrative Unit

**Requires "Section V: Program Curriculum" of Abbreviated Template*

Chief Academic Officer (or Designee) Signature:

I certify that all required institutional approvals have been obtained prior to submitting this request to the Office of the Commissioner.

Signature

Date:

Printed Name: Dr. Ruth Watkins, Senior Vice President for Academic Affairs

¹ CIP codes must be recommended by the submitting institution. For CIP code classifications, please see <http://nces.ed.gov/ipeds/cipcode/Default.aspx?y=55>.

Program Request - Abbreviated Template
University of Utah
College of Health
03/10/2015

Section I: Request

This document requests an administrative realignment of the instructional units of the College of Health. Currently, the College consists of seven units: the Department of Communication Sciences and Disorders, the Department of Exercise and Sport Science, the Department of Health Promotion and Education, the Division of Nutrition, the Division of Occupational Therapy, the Department of Parks, Recreation, and Tourism, and the Department of Physical Therapy. The proposed realignment would result in five units: the Department of Communication Sciences and Disorders; the Department of Health, Kinesiology, and Recreation; the Department of Nutrition and Integrative Physiology; the Department of Occupational and Recreational Therapies; and the Department of Physical Therapy and Athletic Training. Through this proposal, the College is requesting that all units in the College become Departments.

No degree offerings are being changed, added, or eliminated (see attached spreadsheet with existing and proposed structures). This is an administrative restructuring at this time.

A College-wide retreat has been scheduled for August 18, 2015. There, workgroups will be created pending approval of this structure to consider innovations and efficiencies in the areas of curriculum, interprofessional education, governance, retention, promotion, and tenure, space, clinical services, marketing, and development. The College recognizes that subsequent proposals and much meaningful work is forthcoming and will capitalize on the expertise of multiple campus entities to support this process.

Section II: Need

There are both philosophical and pragmatic justifications for this realignment. Relative to other colleges at the University, and particularly within the Health Sciences Center, the College of Health is one of the strongest producers of student credit hours (SCH), undergraduate majors, and graduates per tenure line faculty. Statistics from the Office of Budget and Institutional Analysis demonstrate that the College generates 1,654 student credit hours, 54.20 declared undergraduate majors, and 16 graduates per tenure line faculty member. While this demonstrates efficiency in terms of operations, it also suggests that research opportunities and other strengths of the College may be neglected in efforts to address the University's educational mission. This education-skewed distribution of faculty resources is particularly evident when the College's visibility, scholarly productivity, and research expenditures are compared to the other units in the Health Sciences Center, of which the College of Health is a part. In order to realize the full potential of the College, new resources are necessary for strategic marketing, research support, and focused hiring of new faculty. This realignment will position the College to demonstrate its expertise more effectively to the Health Sciences Center and to leverage that expertise to secure additional internal investment to expand the College's products of wellness, prevention, rehabilitation, and discovery. Integration of these products into the Health Sciences Center will be attractive to University Health Care because it will result in cost savings in a climate where health care reimbursement is projected to decrease, the "fee for care" approach is expected to decline, and prevention and wellness will become even more critical.

Philosophically, the timing for realignment in the College is appropriate for two primary reasons. First, there is currently a disconnect between determinants of health and health care expenditures: Ironically, there is general acknowledgement that healthy behaviors are strong determinants of health but these are not valued or funded in terms of health care expenditures. The research, education, and service expertise of the faculty within the College positions them well to be valuable contributors to the growing focus on healthy behaviors and prevention within University Health Care, the University at large, and the community.

Second, the current structure of the College has not strategically evolved over the past 40 years, but rather has been pragmatically altered to meet acute needs. While realignment is challenging at any time, the College's current situation creates a unique opportunity to proactively align the strengths of the College with the future trajectory of health care and health promotion. In addition to a new Dean, hired in Fall 2014, there are currently four out of seven units in the College operating with interim department/division chairs. This confluence of leadership changes and the shifting landscape in health sciences has created an opportune moment for strategic organizational changes in the College.

Section III: Institutional Impact

It is anticipated that this realignment will enhance the visibility of the College's current academic programs and facilitate the recruitment of new students to the University of Utah. Administrative efficiencies will be gained through the elimination of two divisions and the need to replace only two, rather than four, interim chairpersons. A review of existing College of Health spaces, which currently occupy eight different locations across the campus, will be undertaken during the 2015-16 academic year to explore co-location of more departments and programs of the College within existing spaces.

Section IV: Finances

Part of the rationale for this realignment was that four of the seven departments/divisions of the College are led by interim chairpersons. The realignment proposed in this document reduces the number of departments/divisions from seven to five, and eliminates two of the divisions that are led by interim chairpersons. Savings anticipated from this change include the need to conduct national searches for two rather than four department chairpersons. An analysis of staffing considerations will be conducted by University of Utah Human Resources, and reassignment of staff for provision of administrative support across the realigned College of Health is anticipated as a result of this process. Salaries and other costs affiliated with faculty and staff affected by the realignment will be transferred by line item to their new units. No budgetary impact on other programs or units within the institution is anticipated. Students in the realigned College of Health will receive centralized advising within the College's new Student Success Center.

Section V: Program Curriculum

Not applicable for this request.

Faculty Consultation

In September 2014, the Dean of the College of Health appointed a Realignment Task Force comprised of junior and senior tenure line and career line faculty, representing each of the seven departments/divisions in the College. The Task Force met every other week throughout the fall semester. During the process, Task Force members communicated with their own faculty to gather input. Initially, the work focused on research of peer institutions nationally to gain insight into varied organizational structures. Examples of peer institutions reviewed included, but were not limited to: Arizona State University, Boston University, Ohio State University, Penn State, Purdue University, Texas A&M University, University of Delaware, and University of Florida. As a supplement to this research, information regarding the statistics for each current College of Health department/division in terms of SCH production, numbers of faculty, faculty to student ratios, and research expenditures were gathered and shared with the Task Force. Based on this research, five models were proposed and discussed. Subsequent discussions centered on characterizing the relative merits of the different models in comparison to the existing structure and in their ability to meet the objectives outlined above. The culmination of the committee's work was the College of Health Realignment Task Force Final Report.

College Review

A College of Health Faculty and Staff meeting was held on December 17, 2014 to discuss the Realignment Task Force Final Report. In addition, the College of Health Council, comprised of faculty, staff, and students, met on January 23, 2015 to discuss the report. The Dean of the College also met with the Dean's Student Advisory Council, which included undergraduate and graduate students from each department/division, on January 23, 2015 to solicit student feedback and recommendations relative to the Report. Ongoing conversations regarding the realignment process with the Dean and the Dean's Advisory Council continued throughout the fall and spring semesters. Finally, the Dean hosted a series of meetings in February 2015 that brought together faculty and staff in the proposed, re-aligned five-department model to discuss opportunities that could emerge from the new College structure. These meetings also addressed potential names for the reconfigured departments and resources that would be crucial to the success of the realignment. When time during initial meetings was insufficient for discussion, follow-ups were scheduled. In addition, the Dean convened a meeting of all of the staff in the College to ensure an opportunity for input. All meetings were facilitated by Mary Anne Berzins, Assistant Vice President, Human Resources.

In general, faculty responses to the realignment have been very positive. There is excitement about increased opportunities for collaboration around research and teaching, interprofessional education, and educational and administrative efficiencies. The staff proposed a number of potential ideas for administrative realignment. Students were consulted about potential names for the new departments and their feedback contributed to the final names. Some faculty have expressed concern about the relative size of programs joining together; some smaller units will be joining larger ones and some large programs will be joining together. Most concerns, however, have focused primarily on determining appropriate Department names. There have not been substantive concerns expressed relative to fair treatment of students, staff, or faculty.

66% by 2020

The creation of the Department of Occupational and Recreation Therapies and the Department of Physical Therapy and Athletic Training will make it possible to move two well-subscribed undergraduate programs, Recreational Therapy and the Athletic Training Education Program, into more visible locations in departments that currently do not house undergraduate degree offerings. This increased visibility may encourage additional enrollment as students begin to see these as viable undergraduate degrees to pursue on their path toward graduate degrees. In addition, these two undergraduate programs both produce frontline healthcare providers at the Bachelor's degree level: Certified Therapeutic Recreation Specialists and Certified Athletic Trainers.