The University of Georgia

University Council
Athens, Georgia 30602

October 14, 2016

UNIVERSITY CURRICULUM COMMITTEE – 2016-2017
Dr. William K. Vencill, Chair
Agricultural and Environmental Sciences – Dr. Elizabeth Little
Arts and Sciences - Dr. Sujata Iyengar (Arts)
Dr. Rodney Mauricio (Sciences)
Business - Dr. Myra L. Moore
Ecology – Dr. Sonia Altizer
Education - Dr. Seock-Ho Kim
Engineering - Dr. Sudhagar Mani
Environment and Design - Mr. David Spooner
Family and Consumer Sciences - Dr. Patricia Hunt-Hurst
Forestry and Natural Resources - Dr. John C. Maerz
Journalism and Mass Communication - Dr. Alison F. Alexander
Law - Ms. Elizabeth Weeks Leonard
Pharmacy – Dr. Robin Southwood
Public and International Affairs - Dr. Robert Grafstein
Public Health – Dr. Anne Marie Zimeri
Social Work - Dr. David O. Okech
Veterinary Medicine - Dr. Kira L. Epstein
Graduate School - Dr. Timothy L. Foutz
Ex-Officio - Provost Pamela S. Whitten
Undergraduate Student Representative – Ms. Gabrielle Roth
Graduate Student Representative – Ms. Ashley E. Fallaize

Dear Colleagues:

The attached proposal for the reorganization of the College of Engineering will be an agenda item for the October 21, 2016, Full University Curriculum Committee meeting.

Sincerely,

William K. Vencill

William K. Vencill, Chair
University Curriculum Committee

cc: Provost Pamela S. Whitten
Dr. Rahul Shrivastav

The University of Georgia

College of Engineering

September 23, 2016

University Curriculum Committee
University of Georgia

Dear Committee Members:

As dean of the College of Engineering I fully support the proposal submitted to the University Curriculum Committee to organize the college.

Sincerely,

Donald J. Leo
Dean and UGA Foundation Professor in Engineering

Room 130 Paul D. Coverdell Center • Athens, Georgia 30602 • (706) 542-1653 • FAX (706) 542-8806

The University of Georgia
Graduate School

September 14, 2016

Don Leo, Dean
University of Georgia College of Engineering
Driftmier Engineering Center
597 DW Brooks Drive
Athens, GA 30602

Dear Dean Leo,

The purpose of this letter is to indicate the enthusiastic support of the Graduate School for the Proposal for Creating an Administrative Organizational Structure for the UGA College of Engineering. We view the proposed organization as both appropriate and timely, given that the College is rapidly expanding and needs flexibility to respond to the changing demands of its faculty and students. The focus on interdisciplinarity and collaborative research is especially noteworthy.

We understand that no changes in the graduate programs are planned at present. Please know that we look forward to working with you in future to grow and enhance your graduate programs.

Best,

Suzanne E. Barbour
Dean

Proposal for Creating an Administrative Organizational Structure for the UGA College of Engineering

The College of Engineering at the University of Georgia was formed on July 1, 2012, to create educational opportunities for families in Georgia and beyond and to increase the economic impact of our University. Since that time engineering enrollment at the University has grown from approximately 400 students in fall 2011 to nearly 2,000 students in the fall 2016 semester. The College of Engineering has hired over 20 faculty in the past three years, and additional staff members have been added to meet the advising and academic support needs of our faculty and students.

The rapid growth of our programs has necessitated changes to the structure of the college to ensure efficient and effective administration. This proposal describes the changes to the administrative structure of the college and the faculty-led processes used to derive this structure. The primary change to our administrative structure is to create three Interdisciplinary Schools within the College of Engineering that will be responsible for oversight of our discipline-specific degree programs. The rationale for creating these entities and the organization of each of these Schools is described in the remainder of the proposal. The faculty voted on the creation of these Schools with an overall approval percentage of 82%.

Background

The College of Engineering was created as an interdisciplinary and collaborative environment for both research and education. Interdisciplinary and collaborative activities were promoted by an organizational structure that concentrated all of the administrative matters in the college within the dean's office. The rapid growth of our college has necessitated the development of an organizational structure that maintains the interdisciplinary and collaborative spirit of the college with an organizational structure that ensures integrity of the academic program and the efficiency of academic administration.

On September 8, 2015, the dean of the College of Engineering charged a faculty committee elected by their peers to provide recommendations on the creation of three academic units in the college that were consistent with a set of faculty-approved guiding principles (see Attachment A). This faculty committee led a process of discussion and engagement in the fall 2015 academic semester that resulted in the submission of a set of recommendations on December 17, 2015 (see Attachment B). One of the primary recommendations from the faculty committee was the creation of "three Schools (e.g., A, B, C) according to the instructional overlap between each degree program." The administration of each School would be the responsibility of a "School Chair" whose roles and responsibilities were outlined in the complete set of faculty recommendations.

During the spring 2016 semester, the dean's office acted on the recommendations of

the spring 2015 faculty committee. Early in the semester, faculty groups met with the dean to determine how the discipline-specific degree programs would be apportioned to the three Schools. Faculty then self-selected into one of the three Schools based on their instructional and research interests. The dean then administrated an open process for faculty to nominate and elect three "Inaugural Chairs" who would serve one-year terms and assume the duties associated with School administration. The Inaugural Chairs will begin officially serving in their roles once all necessary approval processes have been completed.

The final step in the process was for faculty to choose names of the three Schools. At the August 8, 2016, retreat the faculty discussed this topic and proposed candidate names. A vote was taken of the faculty and is reported in Exhibit D of this document. All votes passed by greater than a 2/3 majority as required by University policy.

The attached proposal describes in detail how the College of Engineering will implement the organizational changes recommended by the faculty of the college in the December 17, 2015, document. It will discuss the rationale for the proposed changes, the impacts on faculty, staff, students, and resources, and the implementation plan associated with the introduction of a new organizational structure in the college.

Prior to discussing the details of the proposal, it is important to clearly state that these organizational changes will not impact the annual evaluation process in the college nor will they impact the promotion and tenure guidelines in the college. These processes will remain the same after the implementation of the new administrative organizational structure in the college.

a. Originator of the proposal and name of academic unit.

College of Engineering

b. A diagram of the organizational structure before and after the proposed change.

EXHIBIT A – Organizational structure before change
EXHIBIT B – Organizational structure after change

The College of Engineering is currently organized into a single unit that represents all of the faculty and six administrative and academic support offices. All of the faculty of the college at every rank currently report directly to the dean of the college. Five of the six offices are administered by an associate dean or director-level position and the remaining office – the Dean's Office – is administered directly by the dean. In addition to all of the faculty in the college, the dean also directly supervises five staff positions.

As shown in Exhibits A and B, the primary change to the college organizational structure will be the grouping of faculty into three interdisciplinary Schools. The School of Electrical and Computer Engineering will be responsible for administering the BSEE and BSCSE degree programs. The School of Chemical, Materials, and Biomedical

Engineering will be responsible for administering the BSBE, MSBE, BSBChE, and MSBChE degree programs. The School of Environmental, Civil, Agricultural, and Mechanical Engineering will be responsible for administering the BSENVE, BSCE, BSAE, BSME, MSAE, and MSENVE degree programs. The MSENG, PhDBAE, and PhDENG degree programs will be administered collectively across all three Schools in the college.

The faculty chose to propose the creation of "Schools" rather than the more commonly-used term "Departments" for several reasons. The term "School" implies (in the view of our faculty) an open and interdisciplinary environment. It continues the tradition of collaboration and cross-cutting activities that were originally envisioned in the creation of the college. Furthermore, focusing the proposal on the creation of interdisciplinary units implies that our faculty and students will see benefit in the interface between the multiple degrees that are administered by the Schools. In the view of our faculty, creating the "Department of Electrical and Computer Engineering," for example, implies the administration of two separate programs, whereas creating the "School of Electrical and Computer Engineering" implies that there are synergies between the two programs that will result in an interdisciplinary program whose benefit is greater than simply the sum of the two separate degrees. Finally, there are precedents for creating Schools within a college at the University of Georgia—the Hugh Hodgson School of Music and the Lamar Dodd School of Art in the Franklin College or the Tull School of Accounting in the Terry College, for example—and there are precedents at peer and aspirational universities for this type of administrative structure, e.g., Purdue, Cornell, and Virginia Tech.

The faculty recommended calling the leadership position of the School a "School Chair" to give it stature and to highlight the academic responsibilities of the position. We recognize that in other units at UGA this position may be called a "Director," but the faculty felt strongly that the title of this leadership position should be immediately recognized as being academic, whereas the title "Director" is often used at UGA for non-academic leadership positions, e.g., "Director of Development," or "Director of Enrollment Management." The faculty recognize that "Chair" is often used at UGA as an honorary title, but the faculty feel strongly that it will be clear that these positions are not (at the present) endowed Chair positions. As stated earlier in this proposal, three "Inaugural Chairs" have already been elected by the faculty. Once this proposal is approved, the college will initiate a national/international search for the "Founding Chairs" for the three Schools. We expect the "Founding Chairs" to begin their duties during the 2017-2018 academic year.

Curriculum matters will be handled by a College Curriculum Committee. The College Curriculum Committee will consist of one representative of each School. Each School will choose its own curriculum committee to ensure proper governance of its degree programs. The curriculum committee of each School will elect one representative to serve on the College Curriculum Committee.

c. Goals/objectives the change is expected to accomplish.

The goal of this organizational change is to improve the efficiency and effectiveness of the college administration while maintaining a collaborative environment of interdisciplinary research and education.

Specifically, these changes will:

1. Enhance faculty administration by providing clear lines of authority for many faculty-related matters, such as instructional assignments, small resource requests, and maintenance of instructional laboratories.

2. Improve the student experience by streamlining the advising process, procedures for transfer students, and the implementation of the high-demand major process in the college.

3. Improve the national/international stature of the college by creating an identity that promotes interdisciplinary, collaborative research and education that crosses traditional engineering disciplines.

4. Ensure the efficient implementation of the continuous improvement processes in the college and ensure the continued accreditation of our academic programs.

5. Promote collaborative education, research, and service within our college and with partners outside the College of Engineering, such as other academic units at UGA and industry, government, and academic partners external to the University of Georgia.

6. Directly relate budgetary authority to the organizational structure of the college, and give budgetary authority to the School leadership.

d. Rationale for change.

As discussed above, this change is necessitated by the rapid growth of our college, the need to improve faculty governance, and the desire to provide faculty with the opportunity to select their leadership. Prior to the proposed changes, our college was being administered using an ambiguous organizational structure that did not have a clear governance process. The proposal to create Schools within our college will not only give faculty opportunities to select their leadership, it will also bring visibility and awareness to our programs within the University of Georgia and to the broader engineering community.

The introduction of interdisciplinary Schools into the College of Engineering will also advance the educational, research, and service missions of our college and support the central themes of the University strategic plan, *Building on Excellence: UGA 2020*. The Hallmarks of the 2020 Strategic Plan include recruiting “world-class research faculty,

particularly in strategic growth areas such as public health, human medicine, and engineering." The creation of interdisciplinary Schools will enhance our recruiting efforts by creating a well-defined organization that faculty can identify with upon joining our college. Maintaining an interdisciplinary "spirit" to the college will help significantly in recruiting faculty who value collaboration and cross-cutting research and education. The increase in reputation that accompanies the creation of interdisciplinary Schools will also help "expand graduate enrollments" since these Schools will work closely with our research centers and institutes on the creation of novel interdisciplinary graduate programs in support of the Graduate Program Strategic Plan submitted to the provost in December 2015.

The UGA 2020 strategic plan places a strong emphasis on the value of undergraduate education at the University. The plan states that UGA must continue "to improve the quality and scope of undergraduate programs, which position the University to compete for the best and brightest students in Georgia and across the country." The proposed organization plan for the College of Engineering will improve the quality and scope of our undergraduate programs by enhancing the interdisciplinary activities in the college and providing a clear framework for the discipline-specific degree programs at both the undergraduate and graduate levels.

Probably the most significant alignment between the proposed organization of the college and the UGA 2020 strategic plan is the focus on interdisciplinary activities. The UGA 2020 plan specially states:

> "The 2020 Plan also reflects the consensus view that UGA must increase the level of interdisciplinary research, teaching, and service across campus. The Plan emphasizes the need to provide and promote interdisciplinary and joint degree experiences for graduate students, as well as the need to encourage strategic, interdisciplinary research across college boundaries. This need spans multiple Strategic Directions and is one of its hallmarks."

As stated above, one of the primary goals of this organization change is to improve the administration of the college while maintaining interdisciplinary and collaborative activities.

e. Impact on faculty, staff, students, and programs.

<u>Impact on Faculty:</u>

1. Faculty have self-selected into one of three Schools based on their research and instructional interests.
2. Faculty will work more closely with School Chair on administrative and governance functions such as curriculum matters, instructional needs, instructional space needs, etc.
3. Curriculum matters will be governed by faculty elected to service positions within

the college.
4. The high-demand major process will be handled by faculty within the three Schools.

Impact on Staff:

1. Three staff positions will have a dotted line to the three School Chairs as shared services support of their administrative and business functions. This connection is shown as a dotted line in Exhibit B.

Impact on Students:

1. Evaluation of the high-demand major criteria will be performed by faculty within the Schools. The faculty-approved process for high-demand majors will still be implemented by degree program.

Impact on Programs:

1. Changes are being proposed to the course prefixes for the college. Two new prefixes are being proposed—BIOE and AENG—for the courses in biological engineering and agricultural engineering, respectively, so that these two programs can be clearly identified in the curriculum structure of the college.

No other changes to degree programs are being requested based on the proposed organizational changes in the college.

f. Resource implications (faculty lines, staff positions, space, equipment, moving expenses, remodeling expenses, etc.).

No additional resources will be requested to implement the proposed organizational changes. All resources required to transition to the proposed structure are already incorporated into the five-year budget projection for the college.

g. List of faculty within the units

See Exhibit C

h. Designation of related faculty and units that shall be informed of the proposal and given an opportunity for response.

Unit	Representative	Title	Rationale
Department of Chemistry	Jon Amster	Department Head	Joint faculty
Department of Physics	Bill Dennis	Department Head	Joint faculty
Department of Epidemiology and Biostatistics	José Cordero	Department Head	Joint faculty

Department of Textiles, Merchandising, and Interiors	Gajanan Bhat	Department Head	Joint faculty
Department of Animal and Dairy Sciences	Keith Bertrand	Department Head	Joint faculty

i. Timeline for approval and implementation of the change. This timeline shall include the vote of the faculty in the unit and allow time for input from related departments allowing ample time for their consideration while, at the same time, ensuring the progress of the proposal.

September 8, 2015	Dean convenes faculty-elected College Organization Committee to provide recommendations on organizational structure of the college.
December 17, 2015	College Organizational Committee submits final report to Dean.
Spring 2016 Semester	College faculty approve the groupings of discipline-specific programs into Schools.
	Faculty complete signed affiliation forms in the college.
	Inaugural Chairs are elected to one-year terms (July 1, 2016 to June 30, 2017)
August 19, 2016	Faculty approve School names (Exhibits E and F)
September 7, 2016	Proposal submitted to Graduate School for approval
September 14, 2016	Assuming approval by the Graduate School, proposal submitted to Provost for approval
September 22, 2016	Provost response received
September 23, 2016	Assuming proposal is approved by Provost, proposal is submitted to University Curriculum Committee
October 21, 2016	Proposal considered by University Curriculum Committee
November 2, 2016	Assuming approval by UCC, proposal considered by UCC Executive Committee
November 16, 2016	Assuming approval by UCC Executive Committee, proposal is submitted to University Council
After November 16, 2016	Proposal is submitted to President for approval
January 2, 2017	Organizational changes take effect

j. Implementation plan.

Assuming approval by the President's office by early December, we plan to begin operating under this model at the beginning of the spring 2017 academic semester. The creation of the Schools will be publicly announced, and the three Chairs will be publicly acknowledged and will formally assume their duties.

EXHIBIT A – Organizational Structure before Proposed Changes

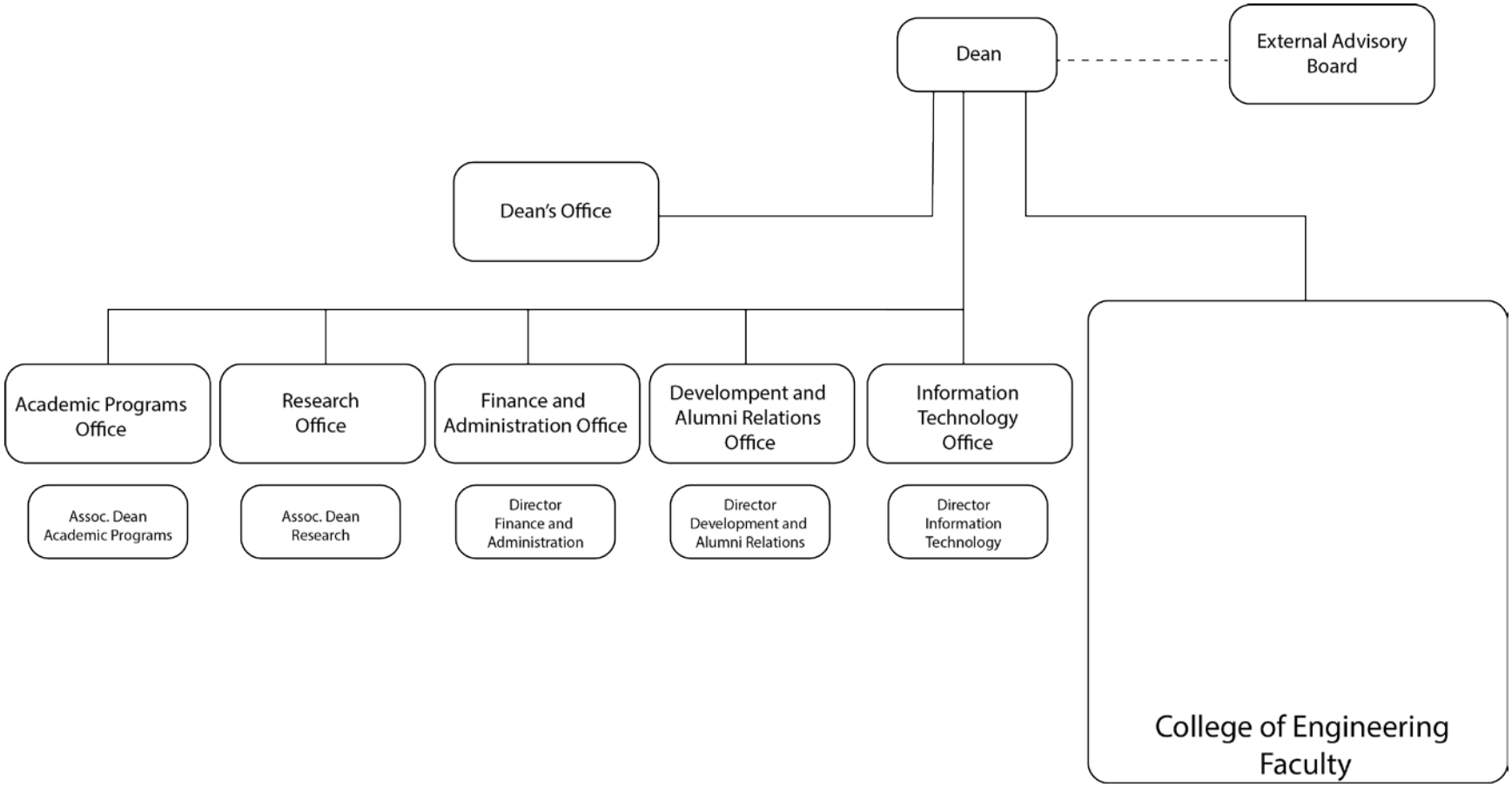

EXHIBIT B – Organizational Structure after Proposed Changes

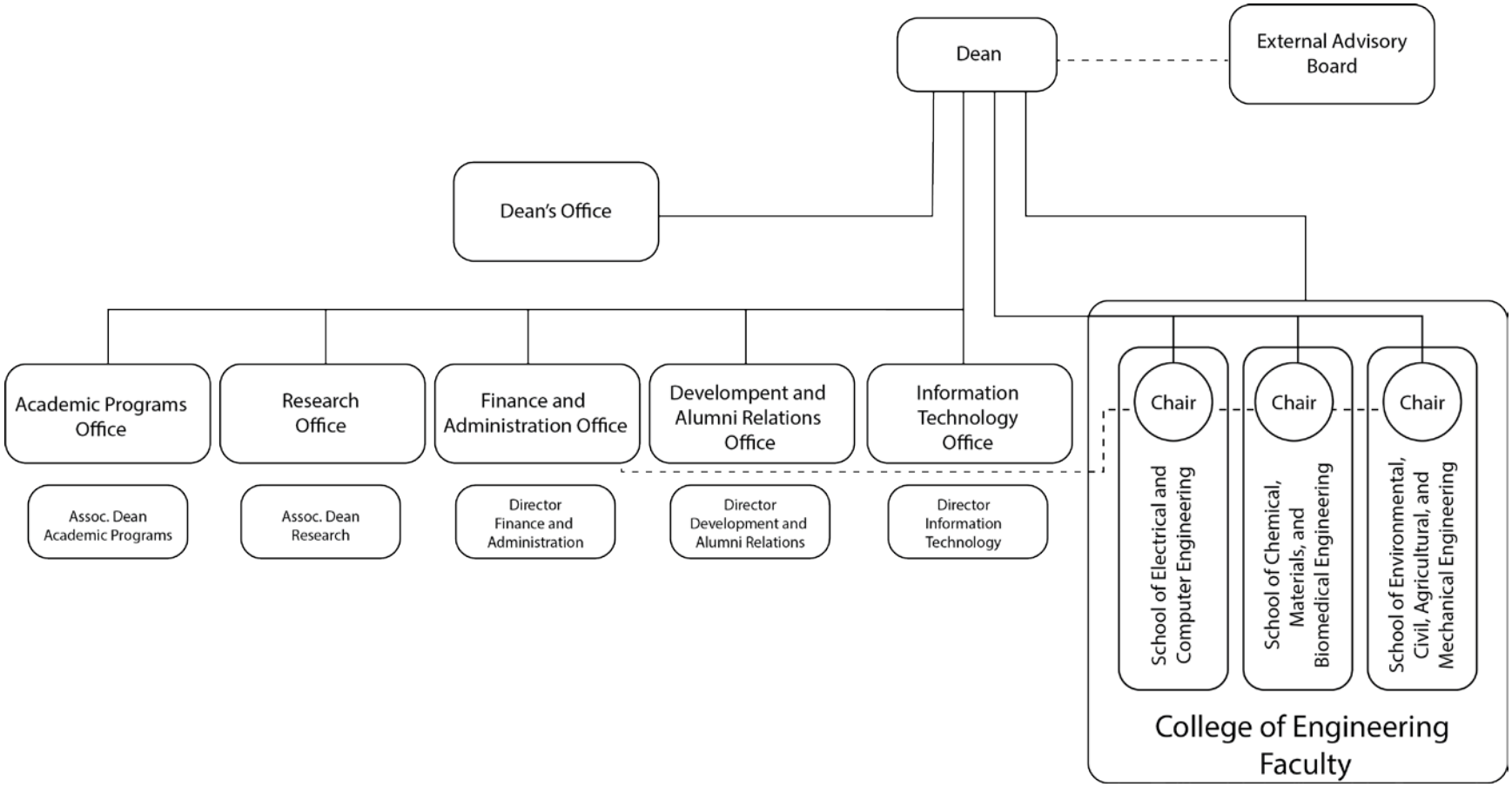

EXHIBIT C – Faculty Affiliations by School

School of Electrical and Computer Engineering		School of Chemical, Materials, and Biomedical Engineering		School of Environmental, Civil, Agricultural, and Mechanical Engineering			
Inaugural Chair: T. Hamrita		Inaugural Chair: R. Ramasamy		Inaugural Chair: S. Thompson			
Curriculum Rep: P. Kner		Curriculum Rep: H. Handa		Curriculum Rep: T. Lawrence			
Mable Fok	Asst Prof	Rodney Averett	Asst Prof	Robert Baffour	Lecturer	Barbara McCord	Lecturer
Mark Haidekker	Prof	Mark Eiteman	Prof	Brian Bledsoe	Prof	Zhengwei Pan	Prof
Takoi Hamrita	Prof	Yeshitila Gebremichael	Res Asst Prof	Peter Carnell	Lecturer	Ramana Pidaparti	Prof
Larry Hornak	Prof	Cheryl Gomillion	Asst Prof	Mi Geum Chorzepa	Asst Prof	Brandon Rotavera	Asst Prof
Kyle Johnsen	Assoc Prof	Melissa Hallow	Asst Prof	Jason Christian	Asst Prof	Siddharth Savadatti	Lecturer
Peter Kner	Assoc Prof	Hitesh Handa	Asst Prof	K.C. Das	Prof	John Schramski	Assoc Prof
Changying Li	Prof	Leonid Ionov	Asst Prof	Ben Davis	Asst Prof	David Stooksbury	Assoc Prof
Leidong Mao	Assoc Prof	Jim Kastner	Assoc Prof	Stephan Durham	Assoc Prof	Hillary Tanner	Lecturer
WenZhan Song	Prof	William Kisaalita	Prof	Tim Foutz	Prof	Ben Thomas	Lecturer
Zion Tse	Asst Prof	Jason Locklin	Assoc Prof	Eric Freeman	Asst Prof	Sid Thompson	Prof
Javad Velni	Asst Prof	Sudhagar Mani	Assoc Prof	David Gattie	Assoc Prof	Bill Tollner	Prof
Zhong-Ru Xie	Asst Prof	Luke Mortensen	Asst Prof	Dan Geller	Pblc Sv Assoc	Ben Wagner	Lecturer
Bingqian Xu	Prof	Russ Mumper	Prof	Jenna Jambeck	Assoc Prof	Jo Walther	Assoc Prof
Kun Yao	Lecturer	Ramaraja Ramasamy	Assoc Prof	Caner Kazanci	Assoc Prof	XQ Wang	Asst Prof
		Yajun Yan	Assoc Prof	Sung-Hee (Sonny) Kim	Assoc Prof	Brock Woodson	Asst Prof
				Tom Lawrence	Snr PSA	Mike Yoder	Lecturer
				Ke Li	Assoc Prof		

EXHIBIT D – Results of Faculty Votes

	Results of Vote	% Approval
School of Electrical and Computer Engineering	12 Yes 0 No	100%
School of Chemical, Materials, and Biomedical Engineering	13 Yes 2 No	87%
School of Environmental, Civil, Agricultural, and Mechanical Engineering	20 Yes 8 No 3 Abstentions	71%
	Overall	**82%**