Operational and Administrative Efficiencies, by College

Agriculture and Natural Resources
- Restructure Animal Science South Campus Farms
- Reduce activity at two MAES locations
- Move to four program themes for MSUE
- Electrical Technology Program will become self-supporting or be discontinued
- Individual IAT programs will meet a minimum threshold (on and off campus) or be terminated

Arts and Letters
- Staff expected to work smarter, fully utilize technology, best practices in each functional area, and team approaches across traditional offices to accomplish critical tasks.
- Streamline work process when units are co-located (PHL, REL in Kedzie; WIDE, Professional Writing, WRAC, in Bessey; L&L, FCI, SPP, ELC, SLS, ELL, CeLTA as soon as the Wells Hall Annex is completed)
- Eliminate Associate Chair positions and find other ways to bring more faculty into active participation in the effective functioning and business of departments
- Increase class size in suitable courses
- Change the pedagogy to make larger courses as interactive as possible
- Eliminate low-enrollment courses
- Increase scope of a select number of courses to be less specialized (example: Art History that covers multiple periods instead of one)

Business
- Two MBA cohort system instead of three
- Eliminate GBL 323, Introduction to Business Law in the business cognate
- Increase size of GBL 395 classes

Communication Arts and Sciences
- Restructure the creative education in the college to a college-wide creative curriculum
- Create service centers to collapse expertise into full-time personnel who will provide these services across departments, with the goal of streamlining effort and maximizing productivity. The new college service centers will include:
  1. Office for Research – This office will now provide pre- and post-award service for all departments. Staff will report directly to the associate dean for research.
  2. Supervision of support staff – Rather than a separate supervisor for all four departments, we will drop down to two supervisors, each of whom will be responsible for supervision and support services for two departments.
3. Accounting Services – Rather than a separate bookkeeper for each department, we will centralize this service and utilize two staff to cover four departments.

- Revise the undergraduate curriculum to decrease the number of requirements and the number of courses for The Department of Telecommunication, Information Studies & Media
- Collapse Methods and Research Design curriculum across the college

**Education**
- Reduce number of college publications, distribution of alumni magazine and annual report, costs associated with events, number of invited colloquia and seminar speakers, and memberships in national associations

**Engineering**
- Changed Currents published twice yearly from hardcopy to web-based publication

**Honors College**
- Reframe the role of Academic Advisers to the broader category of Academic Specialist
- Group Advising by Honors College staff
- Change coordinating model for Academic Scholars Program
- Reduce programmatic expenses for Honors Research Seminars and Honors Citizenship/Leadership Seminars

**Human Medicine**
- Discontinue teaching commitments across campus in Ethics and Humanities and focus teaching on Human Medicine; share curriculum with other units when possible
- Discontinue Japanese Family Medicine in 2010 in the Department of Family Medicine
- Eliminate department specific entry level courses and increase teaching in biology multidisciplinary courses in Biochemistry and Molecular Biology and Microbiology and Molecular Genetics (2010-2013)
- Expand the dual degree offering for the Masters in Public Health beyond the current MD/DO MPH

**International Studies and Programs**
- Move the Visiting International Student Program (VISIP) from VIPP to Office of Study Abroad
- Adopt a “shared service center” model for coordination and administration of key functions, including: communications, Foreign Language and Area Studies (FLAS) fellowships, information technology, outreach programming, and student advising
James Madison College

- Make a range of courses more interdisciplinary and thus more “fungible” for the different majors and programs in the College
- Review study abroad programs to find ways to better align student demand with faculty research
- Reduce supplies costs
- Examine fungibility and new study abroad models

Lyman Briggs College

- Reduce Undergraduate Learning Assistant hours by 20% in all LBC courses. ULA’s will be hired only for weeks worked (replaces a semester-based model)
- Use just-in-time enrollment management and small increases in course section sizes to ensure that only full sections are offered and staffed.
- Employ electronic documents and web forms to halve paper use, streamline administrative processes, and make more effective use of staff time.
- Reduce supplies & equipment budgets except in advancement and student recruitment.

Music

- Change copying policies together with active “hi-tech” alternatives training; September copying down 65%
- Reduce recurring area operating budgets
- Disconnect 20% of phone lines to provide marginal but steady savings
- Accelerate staff cross-training
- Consolidate instruction within jazz studies
- Further develop and focus on electronic communications while reducing printed publication expenditures
- Reduce operating spending where possible to build carry forward capacity

Natural Science

- Increase minimum enrollment in academic year courses to 30 at the 100 and 200 levels and 20 at the 300 and 400 levels, while leaving the minimum at 5 for the graduate level to insure that faculty teaching capacity is used most effectively
- Revise the biological sciences program
- Revise the Human Biology major
- Reorganize General Chemistry and the capstone course
- Change Physiology Tier II writing course
- Plant Biology major may be folded into a revised Biology major
Nursing
- Establish a generalist masters program (pending approval of the AACN Masters Essentials Document in October 2010) and merge other undergraduate options into the generalist masters, e.g. RN to BSN and Accelerated Second Degree options
- Establish a Doctor of Nursing Practice (DNP) Program that will include all of the current masters advanced practice options
- Delete NUR110 Exploring Nursing
- Continuing to implement organizational efficiencies

Residential College in Arts and Humanities
- Reduce expenses in funding faculty travel
- Reduce significantly the funds available for academic and class support, including funds for special guests, trips, supplies, and services

Social Science
- Require the director of each academic specialization administered by CSS to submit a five-year plan with clear goals and metrics, as well as yearly updates on performance
- Review functions in the College for potential redundancies among units, the College, and the University to improve efficiencies. Areas targeted for review throughout the College include academic advising, internships, service learning, technical support, and study abroad
- Each graduate and undergraduate specialization will be reviewed by the Dean’s Office at least every five years to consider whether the specialization should continue

Veterinary Medicine
- Discontinue The National Food Safety and Toxicology Center (NFSTC) as a CVM-based center as of December 31, 2009
- Equine and food animal programs in the Department of Large Animal Clinical Sciences will be more closely aligned and integrated with those in the Department of Animal Science (CANR) seeking complementarities, efficiencies, and synergies
- Co-locate our three primary departments (LCS, SCS, and PDI) to take advantage of administrative efficiencies
- Discontinue Pre-veterinary advising through CVM
- Small increase in class size
Additional Academic Program Changes, by College

Agriculture and Natural Resources
- Drop joint administration with CNS for ENT and FSHN
- Urban and Regional Planning affiliates with CSS; School of Planning, Design & Construction becomes a unit solely within CANR
- Recommended discontinuation of B.S. degree in Entomology

Education
- Recommended discontinuation of Physical Education Teacher Certification area (certification field, not baccalaureate degree in Department of Kinesiology)
- Recommended discontinuation of Deaf Education Teacher Certification Program in Special Education (Department of Counseling, Educational Psychology & Special Education)
- Consolidate Master’s in Language & Literacy with Master’s in Teaching & Curriculum (both in Department of Teacher Education)

Natural Science
- Remove CNS support and administrative involvement from the department of Entomology
- Recommended discontinuation of B.S. degree in Chemical Physics