White Paper Proposal

The University of Arizona South

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University South Foundation, Inc.
The University of Arizona South (UAS) is reviewing its organizational structure to assure the greatest support possible for achieving our mission of providing high quality accessible education in southern Arizona. We will reorganize to assure the highest efficiencies at the administrative level to assure student success at our five academic sites: Sierra Vista, UA Science & Technology Park, Pima CC East, Douglas and Nogales.

Partnering Further with UA Main and Outreach:

**On-line/hybrid course delivery:** One objective of transformation is making the best use of faculty time and developing alternative ways to deliver the University’s curriculum. This is an opportunity for UAS to present the on-going online teaching and hybrid teaching models and position UAS into the blueprint of the transformation with a positive vision. UAS can effectively serve as the risk unit for select academic programs. UAS can generate student enrollment through community response programs.

**Early Outreach:** Reaching out to area high schools will be important in our effort to serve the region. We will, as always, identify program directions based on community needs and feedback.

**Borderland Communities:** UAS wishes to help lead the expansion of the University’s Land Grant and Outreach missions in Southern Arizona. UAS plays a very unique role within UA by serving as a **Hispanic Serving Institution.** We are strategically placed to reach into the border communities of Douglas, AZ (and Agua Prieta, Sonora, Mexico), Naco, AZ (and Naco, Sonora, Mexico), and Nogales, AZ (and Nogales, Sonora, Mexico). Existing and future connections will be exploited to realize these opportunities. We will survey people in these communities to determine needs and interests (employers, organizations, individuals), and we will seek grant opportunities to establish Professional Development Sites (schools and business organizations).

UAS is interested in teaming with the School of Public Administration and Policy in expanding the Criminal Justice degree to include tracks that would attract students from the Border Patrol, Customs and Border Protection, Immigration and Customs Enforcement, drug enforcement agents, Corrections, and local law enforcement. Cochise College and Pima Community College have expressed strong interest in these tracks for their students graduating with the Associates of Justice degree.
Reviewing Academic Division Structure:

Currently we are organized into three academic divisions: Teacher Education, Liberal Arts, and Science, Technology and Professional Studies. Each Division is managed by Division Chair. We are working to reorganize this division structure. One proposal is having only two divisions. Another proposal is the splitting of the three Divisions into multiple “academic program areas,” each to be administered by a Program Chair who reports to the Associate Dean for Academic Affairs. In this arrangement the Program Chair would be the primary administrative head of each respective academic program area, being responsible for all curricular and instructional matters concerning each of the academic disciplines contained within the respective program. These Program Chair roles would have to be narrowly defined and a rotation scheme would be set for these positions.

Tracking Academic Programs:

The enrollment of all educational programs at UAS must be tracked and targeted. Three-year targeted recruitment programs of action will be implemented for all programs. We will conduct a comprehensive, professionally developed, overall recruitment plan that is based on hard-data community educational need studies. These recruitment action plans must be supported by a targeted assessment of realistic community educational needs; the recruitment training for faculty and recruitment staff; support from UA Main; and the setting of yearly recruitment plans, goals, and assessment. Low enrollment programs that have little or no community need, based on credible studies, would have to be considered for modification or closing.

Increasing Military Student FTEs:

UAS has a special relationship with the soldiers and families of Fort Huachuca and has been a member of the Service members Opportunity Colleges (SOC) for many years. In order to strengthen this relationship, provide expanded opportunities to service members and their families, and expand the pool of students completing degrees, it is proposed that UAS join the Bachelor’s Degree Network and become a SOC Army Degree (SOCAD) institution. This will allow military students and their families to complete UAS degrees through a combination of residence and transfer credits whether they are in Arizona or other locations throughout the world. Faculty will review the curriculum of the Bachelor’s Degree Networks and recommend one or two degrees that could be supported by UAS’s offerings.

Merging UAS Information Technology and Media Technology:

Classroom Technical and Computer/Software support at UAS are currently provided by two units, Multimedia Services and Information Technology Services. Both divisions provide service to five sites. Given future projections of growth, and taking into consideration mode of delivery of UAS classes (significant reliance on Interactive TV/distance learning) as well as distance (delivery area encompasses approximately 200 square miles), demand for services is close to exceeding the capacity for delivery. We propose a new Technology Services Office that will increase efficiency by maximizing use of current support and line staff and introducing a “one stop” approach to requests for services.

Justification:

The efforts described above will strengthen UAS’ mission of providing high quality, accessible educational opportunities to communities throughout Southern Arizona. More specifically, the efforts will help move the UA closer towards its strategic goals of increasing student enrollments; educating
students to become creative, productive and engaged members of society; expanding course availability and access; leading the nation in outreach activities; developing external partnerships locally; and providing direct services to the people of Arizona.

Reorganization and consolidation will position UAS to deal more effectively with the upcoming budgetary challenges. The overarching goal of such changes is to assure the success of our students in their academic/scholarly endeavors.

The process for developing these Transformation actions was as follows:

1. UAS Management Team used its weekly meetings beginning in September and into early October for developing and managing the process.
2. An electronic “Transformation Suggestion Box” was created on Sept. 12, and over 10,500 words of text have been submitted to date.
3. The Management Team did a Transformation Topics exercise on Sept. 16 and met in groups on Sept. 23 to work further on these topics. Twelve transformational activities were identified in this process. These were reported to the Provost during the Deans Council meeting on Sept. 23.
4. These 12 topics were combined further into six core transformational activities that were presented to all UAS faculty and staff as well as to student government officers and to the Board of Directors of the University South Foundation, Inc. (key stakeholders for UAS).
5. This report is the fourth and final draft viewed, reviewed and modified over the past week.
6. At all points along the way, Outreach Vice President Eugene Sander and Outreach Senior Associate Vice President Mike Proctor, were fully engaged.
7. Faculty and staff have been engaged via two joint meetings and numerous e-mails to all employees of UAS.

Finally, the conversations from these many meetings and the overwhelming success of the Suggestion Box have both provided a variety of topics/issues that need work within our organization. These interactions have provided a most useful dialogue on numerous aspects of UAS operations, many of which did not relate directly to Transformation. The conversations will continue.
Budget:

Unit Reorganization and Consolidation $130,972
Tracking Academic Programs ($24,000)
Total Estimated Savings $106,972