

Committee Report on Key Considerations for CM and AETM Program Split

Consideration: Move the administrative oversight of Construction Management (CM) to Wilson College of Business (WLSN).

Charge: Review the evidence provided and provide any additional evidence that may be missing on or before Thursday, September 12th, 2024.

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Aim and Scope: Our report aims to identify important considerations not mentioned in the existing documentation, aid the proposed structural changes, and facilitate a smooth transition. The committee examined the evidence/conclusions to determine what has been considered and identify additional important issues not mentioned in the documents provided to the committee. We performed our task using our observations and conversations with others in affected departments and colleges.

1. Shared Resources and Operating Costs

The division of Construction Management (CM) from remaining applied engineering/engineering programs - referred to as Applied Engineering & Technology Management (AETM) - across colleges raises significant questions about shared operating costs. The shared costs are related to several elements, including labs, equipment, and maintenance. Splitting the departments and resources between the College of Business and the College of Humanities, Arts, and Sciences could lead to issues related to:

- Budget allocation
- Cost-sharing agreements
- Lab access times
- Maintenance responsibility
- Accreditation

To avoid potential conflicts and accreditation issues, transparent and formalized agreements regarding cost-sharing, usage, and responsibilities between the two colleges are critical moving forward.

2. Faculty Management and Challenges

Shared faculty teaching in CM and AETM programs poses logistical and administrative challenges. Shared adjuncts may become particularly problematic. Faculty managing dual departmental responsibilities could face the following:

- Scheduling and coordination difficulties
- Role ambiguity, impacting productivity
- Lack of accountability
- Confusion regarding faculty evaluations
- Resource allocation disputes

Addressing these issues would require clearly defined roles, schedules, and accountability mechanisms to ensure smooth faculty operations and avoid undermining performance. Furthermore, it seems there could be a need to hire dedicated faculty, staff, and advisors.

3. Overlapping and Shared Curriculum

Having two academic departments in different colleges with overlapping courses can lead to the following:

- Confusion over ownership and responsibility for courses and assessments. It will be important to address how both departments will be represented in the discussion of shared course content.
- Shared labs, etc.
- Scheduling conflicts

The complexity of managing shared curricula across colleges may prove difficult. Ensuring consistent academic standards and coordination will require dedicated oversight and collaboration between the two colleges.

4. Academic Advising and Recruiting

It is unclear whether academic advising for the CM and AETM programs has been addressed in the proposed split. There is concern about whether the existing advising staff will move to WLSN or stay with CHAS. Students must receive clear and consistent guidance, regardless of departmental alignment, to ensure academic success. Developing a clear and effective structure for student advising should be considered.

5. Panther Products Connection

Housing Panther Products does not appear to be considered in the documentation provided to the committee. Any potential realignment should ensure that Panther Products remains connected to CM to preserve operational continuity and foster ongoing collaboration across campus. CM indicates that Panther Products is closely tied to the CM program.

6. Department Morale and Consideration of Keeping Departments Together

Department - faculty and student - morale was mentioned as a potential future challenge. The administration may want to consider potential remedies in advance. Furthermore, concerns have been raised about splitting the departments and housing them in separate colleges, but the documentation needs to mention moving both departments (CM and AETM) to WLSN. Given the identified challenges of placing the departments in individual colleges, it is unclear if all options for keeping them connected have been evaluated.

7. Proposal for a New College

There is no mention of an evaluation of the possibility of creating a new college or school focused on technology-based majors, such as CM and AETM. A new college or school could offer a strategic opportunity to elevate both programs significantly, providing a unified identity and the possibility of attracting new students and faculty, much like the new School of Health and Human Sciences.

9. Impact and Integration with Existing Programs in WLSN

There is no mention of an analysis of the potential impact and collaborative opportunities that integrating the CM program into the WLSN College of Business may have on existing programs, marketing, communications, and governance structures in WLSN. Considering a 3x planned growth in CM, identifying resources for such growth without negatively impacting existing WLSN is essential, particularly since WLSN is also struggling for enrollment and resources. The administration should consider the impacts of integration on WLSN, minimize disruption to current operations and growth plans in WLSN, and ensure a smooth integration, including the potential for differential tuition.

10. Market Analysis

The positioning document articulates that the move from CHAS to WLSN “could” help differentiate the program from ISU. The document does not indicate if a market analysis has been conducted to determine if potential students desire such differentiation.

Conclusion and Recommendations

The committee believes these key areas require consideration to ensure the success of the CM and AETM programs under this split. Through clear, formal agreements, the administration should address shared costs, personnel, faculty management, curriculum overlap, and program morale. Creating a new college or school could also be explored as a potential solution to mitigate challenges. Furthermore, the administration should consider potential remedies to reduce any adverse effects on WLSN in advance of significant changes.

Thank you for the opportunity to participate in this important working group.

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