

**Academic Positioning**  
Applied Engineering and Technical Management (AETM)  
Administrative Reorganization  
2024-2025

**ACADEMIC POSITIONING (AP) VISION**

To embrace our responsibility to future generations of students, faculty, and staff by strategically enhancing academic affairs to position UNI, our graduates, and employees to thrive into the future.

**CONTEXT**

In May 2024 President Nook and Provost Herrera met with campus and industry stakeholders to discuss the dramatic enrollment decrease in Applied Engineering and Technical Management. After preliminary discussions with Deans, AETM leadership, industry partners, and AETM faculty and staff regarding challenges, President Nook and Provost Herrera decided that UNI would decouple Applied Engineering and Construction Management to promote and nurture each program's distinctiveness, provide a more focused student experience and strengthen the marketing and recruitment opportunities for both programs. UNI will use the Academic Positioning (AP) process to revise the organizational structure of AETM. **The goal, pending necessary consultations and approvals, is that beginning in Fall 2025 Applied Engineering and Construction Management will be two distinct departments, both housed in the new Applied Engineering Building.**

In Summer 2024 an Executive Advisory Committee (EAC) was created and included: Nick Bruns, John Deere; Drew Conrad, UNI; Jennifer Cooley, UNI; Ben Hammes, MBI; and Deirdre Heistad, UNI. President Nook and Provost Herrera met with the EAC throughout the summer to create a number of goals and objectives for the Academic Positioning Project Management Team (PMT) to achieve in 2024-2025. In addition to meetings with AETM leadership, some faculty and staff, and representatives from the Construction Management advisory committee, Provost Herrera maintained communication with stakeholders via email communications that encouraged the sharing of questions and concerns.

**NEXT STEPS**

In Fall 2024 and Spring 2025, the AETM reorganization will move through Academic Positioning in three phases. AP leadership, the Project Management Team (PMT) and the Focused Working Groups (FWGs) will be charged with achieving specific goals related to departmental structures, space allocation, staffing needs, recruitment, strategic planning, etc. within the prescribed timeline. All recommendations must be approved by the Provost prior to their implementation.

Interim Associate Provost Deedee Heistad and Associate VP and Dean of Graduate, Research, and Online Education, Stephanie Huffman will serve as the Academic Positioning co-chairs. Together, they will co-chair the Project Management Team (PMT) to guide and support the Focused Working Groups. If you have any questions, comments or would like to learn more about the AP process please, contact Deedee Heistad at [d.heistad@uni.edu](mailto:d.heistad@uni.edu)).

**Academic Positioning**  
AETM Reorganization  
Applied Engineering (AE) Focused Working Group (FWG)  
PHASE 1

**AE-FWG members: Applied Engineering Focused Working Group**

- Lee Geisinger | Assistant Professor, AETM
- Scott Giese | Professor, AETM
- Rukmini Srikant Revuru | Associate Professor, AETM
- Julie Zhe Zhang | Professor, AETM
- Jin Zhu | Professor, AETM

**Parameters, Objectives and Considerations**

AP leadership, the Project Management Team and the Focused Working Group(s) are charged with achieving the following goals within the prescribed timeline. All recommendations must be approved by the Provost prior to their implementation.

**Common Parameters**

1. To enhance visibility to prospective students across the state AETM will be divided into two departments: Construction Management and Applied Engineering.
2. Pending all necessary approvals, both departments will officially launch in 1 July 2025
3. Both departments will be housed in the Applied Engineering Building.
4. Applied Engineering will remain in the College of Humanities, Arts, and Sciences.
5. The UNI Foundry 4.0 will remain a part of Applied Engineering
6. Each department will have its own department head.
  - a. Dr. Lisa Reidle has tentatively agreed to serve as the founding department head of Construction Management.
  - b. A search for a Chief Engineering Officer will be launched immediately. The position will report directly to the Provost and initially dedicate a full-time effort to help the Provost's administrative team develop the academic structures, professional networks, and approvals necessary to launch Applied Engineering.
7. Curriculum changes will not be considered as part of the Academic Positioning process.

**AE-FWG Objective 1:**

Propose a preliminary space allocation plan that would indicate Construction Management specific space, office assignments and shared spaces (i.e. classrooms, labs, meeting rooms, student space) Submit preliminary proposal to AP leadership **on or before Tuesday, October 15th**

Proposal parameters:

- Both departments will be housed in AEB and share labs and classroom space.
- Phase II AEB construction should be taken into consideration.

- The intent of this proposal is to serve as a conversation starter concerning space allocation decisions that will be finalized as the reorganization takes shape.
- The Applied Engineering Focused Working Group will be asked to engage in a similar exercise.

### **AE-FWG Objective 2:**

Propose a structure for Applied Engineering that includes internal governance and addresses the following items. Submit preliminary proposal to AP leadership on or before (TBD)

- Provide a list of founding faculty for the department.
  - Plan for “shared faculty”
  - Overlapping and shared curriculum
- Propose a leadership structure, including appropriate internal roles (i.e. directors, coordinators, liaisons), role responsibilities and reporting structures.
- Recommend assignment plans for non-faculty staff including administrative support, advising, and other program-specific staff.
- The proposal must include the Metal Casting Center and Foundry 4.0 at the Techworks campus and describe how the Metal Casting Center and Foundry 4.0 at the Techworks campus can be seamlessly integrated into the UNI student experience.
  - Take into consideration all of the resources and opportunities offered at the Techworks campus, including, but not limited to, internships, work opportunities and recruitment of students who are placed there who may not have considered UNI.
- Provide a recommendation concerning the future of Graphic Tech and whether the program should remain in Applied Engineering.
  - If it is to remain in Applied Engineering, describe how the program will be integrated and under what conditions (i.e major, minor, certificate)
- Provide a recommendation concerning the future of Panther Products

### **AP Next Steps:**

The results of the phase 1 work will impact the scope and composition of the phases 2 and 3 work. Phases 2 and 3 will ask FWGs to make recommendations related to the following:

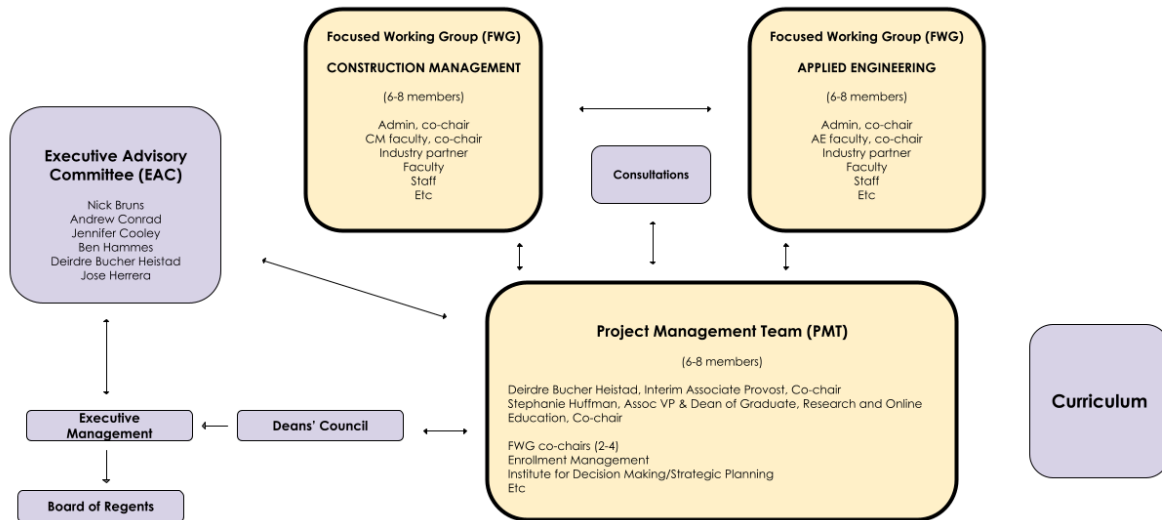
- Provide a landscape analysis of what employers are looking for in recent AE graduates using data such as Iowa Workforce Development, Lightcast, Bureau of Labor Statistics, Post-Secondary Employment Outcomes Explorer, etc.
- Establish AE Advisory Board.

- Collaborate with AE faculty, university and industry partners, Enrollment Management and UR to create a recruitment and marketing plan for Construction Management.
- Create a new strategic plan that includes success metrics (in collaboration with Drew Conrad's team)

DRAFT

# SAMPLE Academic Positioning

DRAFT



## ROLES & RESPONSIBILITIES OF AP LEADERSHIP

- Provide charge and staff the FWG
- Provide feedback and guidance to the FWG chair throughout the process
- Assist with data requests
- Assist with navigation of challenges and barriers
- Receive final recommendations from FWG
- Consult with Provost on action plan

## ROLES & RESPONSIBILITIES OF FWG CHAIRS

- Execute the charge
- Coordinate the FWG membership
- Ensure ample consultations; internal and external (e.g., Provost/President, Faculty Senate, industry leaders)
- Ensuring FWG progress and maintaining the timeline
  - Staying on-task and in-scope
  - Setting milestones and decision points
  - Managing territoriality and removing obstacles
- Managing communications
  - Coordination with Steering Committee

- o To campus community and leadership groups (e.g., Deans Council, Academic Department Heads, College Senates, Graduate Council)

### **ROLES & RESPONSIBILITIES OF THE FWG**

- Create data-informed proposals and recommendations to achieve the objectives and goals outlined above
- Identify and achieve aggressive timelines for FWG work and pathway implementation
- Commit to forward progress and achieving the pathways identified by university leadership
- Maintain open and honest communication

### **FWG MEMBERS**

- [MEMBER NAMES]
- Representation of stakeholders can be accomplished through membership in the FWG or through consultation
- The FWG may divide work and create subgroups to focus on specific topics. However, any work conducted by subgroups should be vetted by the entire FWG as part of creating recommendations.

### **CONSIDERATIONS FOR MEETING PROCEDURES & PROGRESSION**

- Establish how decisions will be made by
  - o Setting individual meeting goals
  - o Agreeing upon voting/consensus process
  - o Discussion time limits
- Setting decision points
  - o Making milestone decisions that are not revisited
  - o Determine which decisions need consultation (Faculty Senate Leaders, Faculty Senate, Deans Council) prior and identify the consultation process
- Keeping minutes/records