



UNIVERSITY
OF WYOMING

Office of
Academic Affairs

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November 2, 2021

To: Edward Seidel, President
From: Kevin R. Carman, Provost and Executive Vice President
Re: Recommendations Regarding Program Discontinuance, Reorganization, Consolidation,
and Reduction

In July 2021, I put forward to the Board of Trustees a proposed slate of colleges, departments, and degree programs to discontinue, reorganize, consolidate, or reduce. Major reasons for these recommendations were: (1) The necessity of implementing \$13.6M in budget reductions for FY 2023, and (2) A recognition that UW cannot continue to implement budget reductions while maintaining the *status quo* in organization, degree offerings, and course delivery.

In accordance with University Regulation 2-13, the proposals were subjected to review and comment by faculty, staff, student, and administrators currently affiliated with the colleges, departments, and the academic degree programs; other internal stakeholders, including Faculty Senate, Staff Senate, ASUW, Vice Provosts, and the President's Cabinet; and external stakeholders, including donors, alumni, advisory boards, and legislative committees. A maximum of 120 days were provided for feedback, as required by the Regulation.

I established 11 review committees, plus multiple committees led by the Deans, to review the proposals and provide feedback. These committees included representation from the impacted units, and some included additional representation. They were charged with seeking feedback from faculty, staff, students, academic administrators, and other stakeholders before submitting two reports – an interim report in early September and a final report by October 1, 2021. In addition, for the parts of the proposal focused upon discontinuance of degree programs, responsible departments provided reports and held listening sessions, and all feedback on these proposals was provided to Faculty Senate on September 17. All impacted degree programs were invited to request a listening session, and three were held. Two university-wide town-hall meetings were held on August 24 and September 20 to allow for all employees, including those in impacted departments, to hear from you and me about the

proposed academic program reorganizations and to ask questions and provide feedback (see University of Wyoming Daily News announcements on August 18 and September 16).

An online survey posted on the Academic Affairs website was open to the public and received 715 total responses. I met with ASUW on August 24 and with the full Faculty Senate on September 13 to discuss the reorganization proposals. I met with the Staff Senate executive committee on October 20 and with the leadership of Faculty Senate, Staff Senate, and ASUW on October 8. You and I met with the ASUW leadership on Oct. 14 and Faculty Senate on October 18 to answer questions about the proposed reorganizations as part of the formal 2-13 process. You met with the full ASUW and I met with the full Faculty Senate on October 25.

In addition to the 2-13 committees charged with providing feedback and recommendations on specific reorganizations, I requested and received reports from the deans of CEAS, A&S, CANR, and EDUC to provide narratives on how they would manage the proposed reorganizations. In addition to the plan outlined in this memo, my office has generated a report of personnel that will be impacted and anticipated departures (resignations and retirements) as the result of budget reductions, as well as teach-out plans for degree programs slated for elimination. This information will be submitted to the Board for review.

Both the Faculty Senate and Staff Senate passed resolutions that were not supportive of the proposed reorganizations. The Faculty Senate resolution was “the Faculty Senate of the University of Wyoming does not endorse the current restructuring proposal and instead advocates that the UW campus community engage in meaningful deliberation of comprehensive reconfiguration as part of future strategic planning.”

On October 28 Faculty Senate Chair Adrienne Freng submitted a “Faculty Senate Executive Report Regarding the University of Wyoming’s Proposed Restructuring Recommendations” to you and me. The report communicates strong opposition to the proposed reorganization plans, citing a lack of adequate faculty input into the proposed changes. It describes the results of a faculty survey that shows that a significant majority of faculty do not support the proposed restructuring, do not feel that faculty have had an opportunity for input, and do not feel that there has been adequate time for thoughtful planning. The report also questions the need for major reorganizations if they don’t contribute significantly to the required budget cuts. It questions the wisdom of the recommendations given the lack of familiarity with UW of the provost and president. The report also raises particular concerns about the proposed restructuring of the College of Arts and Sciences as a consequence of the proposed move of physical sciences and life sciences to other colleges.

Since releasing our revised recommendation on October 14, we received feedback from 195 respondents through our online program-review survey. The comments were overwhelmingly negative, expressing frustration about a rushed decision-making process, lack of opportunity for input, and thoughtful dialogue by faculty, staff, students, and external stakeholders.

Faculty Senate advisory committees, the Graduate Council (GC), and the Academic Planning Council (APC) reviewed and submitted recommendations on various aspects of the proposed

restructuring of colleges and departments. The Graduate Council supported most elements of the proposed reorganization, including (1) moving Nutrition from Family & Consumer Science to Kinesiology & Health, (2) reorganization of Life Sciences, (3) discontinuation of CLAD in the College of Education, (4) maintaining Chemistry & Chemical Engineering as separate departments, (5) maintaining Geology & Geophysics and Petroleum Engineering as separate departments, (6) merging Computer Science and Electrical & Computer Engineering into a single department, (7) merging Physics & Astronomy and Atmospheric Sciences into a single department, and (8) maintaining visual and performing arts in their current department structure. As for degree programs, the Graduate Council supports the (1) recommendation to discontinue the M.A. in Philosophy, MBA in Energy, MBA in Finance, and Ph.D. in Statistics, (2) retain master's programs in Political Science, International Studies, and Architectural Engineering, and (3) delaying discontinuation of MS and Ph.D. programs in Entomology and MS in Family & Consumer Sciences. The Graduate Council disagreed with our recommendation to discontinue the M.A. degree in Sociology and recommended that discontinuation be reconsidered in three years.

The APC expressed concern about the validity of some of the data used to make recommendations on degree eliminations and frustration with the lack of access to information needed to make informed decisions. It agreed with the recommendations to eliminate the M.B.A. in Finance, M.B.A. in Energy, and Ph.D. in Statistics. They agreed with our recommendation to retain the following degree programs: B.A. German, B.A. French, B.A. Secondary Education in Spanish, French, German Language Education, M.A. Political Science, M.A. International Studies, and M.S. Architectural Engineering. The APC recommended that admission to the Family & Consumer Science not be suspended, contrary to our recommendation. They recommend that discontinuance of M.A. programs in Sociology and Philosophy be delayed, allowing time for these programs to be restructured.

The Faculty Senate resolution included the following statement: "WHEREAS, a recent survey of UW students conducted by ASUW indicates that most students are unaware of the proposed changes and, of those who are aware, nearly half do not favor the proposal". While it is correct that a majority of students indicated that they were unaware of the proposed changes, of those who were aware, 58% responded positively to the question "Generally, do you support UW's proposed restructuring plan?"

The ASUW survey showed very strong support (60-87% approval) for the proposed restructuring of Arts & Science, Engineering & Applied Science, and Agriculture & Natural Resources. They were very frustrated, however, that only approximately 1/3 of students knew that significant reorganization plans had been proposed. We are working with ASUW to improve communications and have launched an Instagram campaign that focuses on pithy Q&A related to the proposed reorganization.

The Dean's Council was presented with the same question used in the ASUW survey: "Generally, do you support UW's proposed restructuring plan?" The response was 11 Yes and 1 no. Several of the deans commented, however, that while they were generally supportive of

the proposed reorganizations, they felt that the process was being rushed and that we should consider taking more time to carefully consider the details of reorganizations.

My recommendations for the reorganization proposals are described below. In accordance with University Regulation 2-13, final recommendations must be provided to the Board of Trustees within a maximum period of 120 days of when the review process begins, which was July 19, 2021. If you concur with my recommendations, I ask that you forward them to the Board of Trustees for consideration and action at the November 17-19 Board meeting.

Originally, we did not anticipate that we would need to initiate additional 2-13 reviews. However, based on committee and dean feedback and recommendations and contingent upon approval of the recommendations I have described below, I have established two committees to review the proposed changes to the Department of Family and Consumer Sciences as well as the discontinuance of two graduate degrees in the College of Education.

While the proposed reorganizations were catalyzed by the necessity of implementing further budget reductions, the modified, final proposed reorganizations would not yield substantial budget reductions *per se*. Rather, the proposed reorganizations are intended to position UW for a strong future as it fulfills its tripartite land-grant mission of learning, discovery, and engagement. With the assistance of the deans, we have developed a budget reduction plan that achieves the target of \$5.3M in reduction to academic programs as proposed in the July 14, 2021, Board of Trustees meeting. More broadly, we have developed plans for achieving the \$13.6M total budget reduction that includes allocations for investments that move us toward the establishment of a School of Computing (SoC), a Center for Entrepreneurship and Innovation (CEI), and the Wyoming Outdoor Recreation, Tourism, and Hospitality (WORTH) initiative, as well as a School of Graduate Education.

Recommendations

Summary

- 1. Reorganize the College of Education, implementation July 1, 2022 (FY23). A review committee will examine a proposal to discontinue two graduate degree programs in the college, including the Ph.D. in Counseling and in Learning, Design & Technology.**
- 2. Reorganize the Colleges of Arts & Sciences, Agriculture & Natural Resources, and Engineering & Applied Sciences to better align the life and physical sciences and the humanities, social sciences, and arts, with full implementation by July 1, 2023 (FY24).**
- 3. Suspend the required review period specified in UW Regulation 2-13 to allow for extended discussion over the next year to address the move of HDFS and DMT programs, with final recommendation to the Board in January, 2023.**
- 4. Discontinue the following degrees: M.A. in Philosophy, M.B.A. in Finance, M.B.A. in Energy, and Ph.D. in Statistics. Teach-out plans are provided.**
- 5. Give authority to the Provost to implement some components of the restructuring plan by July 1, 2022 (FY23) (described below) while pausing to engage in thoughtful discussion over the larger, structural changes before implementing changes no later**

than July 1, 2023 (FY24). The Provost will provide the Board with updates throughout the year.

Note: Reorganizations will not result in the termination of tenured faculty or Academic Personnel in Extended Terms or Fixed-Term Rolling Contracts.

Rationale: After careful consideration of the feedback that we have received from faculty, students, staff, and stakeholders, I believe additional time is needed for consideration of how best to implement the major reorganization of the Colleges of Arts & Sciences, Agriculture & Natural Resources, and Engineering & Applied Sciences. I plan to engage in a robust discussion over the next year to carefully consider optimal alignments while minimizing unintended negative consequences of restructuring. This year UW will be updating its institutional strategic plan, which will be an ideal opportunity to consider how reorganization could position the University for a prosperous future. Final decisions will be made by December 2022 (or earlier) to allow for FY24 budget planning and full implementation on July 1, 2023.

Implementation Plan/Timeline

- **Implementation July 1, 2022**
 - Consolidation of the Departments of Computer Science and Electrical & Computing Engineering.
 - Reorganization of the College of Education
 - Consolidation of Ag Communications with Communication and Journalism.
 - Move American Studies into SCGSJ.
 - Move Department of Physics & Astronomy to College of Engineering & Applied Science
 - Consolidate Physics & Astronomy with Atmospheric Science
 - Degree programs to be discontinued (teach-out plans to be implemented)
 - M.A. in Philosophy
 - M.B.A. in Finance
 - M.B.A. in Energy
 - Ph.D. in Statistics

Note: the following degree programs will not be discontinued

- B.A. in German
- B.A. in French
- B.A. in Secondary Education in French and German
- M.A. in Sociology (with directive to restructure)
- M.A. in Political Science
- M.A. in International Studies
- M.S. in Architectural Engineering
- M.S. and Ph.D. in Entomology (pending restructuring of life sciences programs)
- M.S. in Family & Consumer Sciences (pending potential reorganization of FCS department)

- *Implementation July 1, 2023, pending further refinement through December 2022.*
 - Move other physical sciences (Departments of Chemistry, Geology & Geophysics, and Mathematics & Statistics) from A&S to CEAS
 - Rename College of Engineering and Applied Sciences (e.g., College of Engineering and Physical Sciences)
 - Move Departments of Zoology & Physiology and Botany, along with LIFE program, to College of Agriculture & Natural Resources
 - Consider alternative placement of life sciences faculty with discipline-specific expertise that aligns better with other academic units, e.g., Health Sciences
 - Determine optimal structure for consolidated programs
 - Rename College of Agriculture & Natural Resources (e.g., College of Agriculture and Life Sciences)
 - Restructure College of Arts & Sciences to emphasize and elevate Humanities, Social Sciences, and Arts
 - Launch Ph.D. program in English
 - Explore opportunities for other strategic Ph.D. programs
 - Explore partnerships with School of Computing (e.g., digital humanities)
 - Invest in critical areas, including those with accreditation needs (e.g., Visual Arts), to assure critical mass and quality programs.
 - Family & Consumer Science (FCS)
 - Move Nutrition program to Kinesiology & Health in the College of Health Sciences
 - Move Human Development and Family Science (HDFS) and Early Childhood Education Center (ECEC) to the College of Education
 - Consider alternative placement of HDFS program and faculty with disciplines-specific expertise that aligns better with other academic units (e.g., in Psychology)
 - Consider appropriate academic home for Design, Merchandising & Textiles program
 - Consider discontinuation of FCS department
 - Make additional organizational adjustments to the College of Education as needed
 - Carefully review and consider implications proposed reorganizations for A&S, CEAS, and CANR, including, but not limited to
 - Reallocation of staff support
 - Reallocation of academic advising
 - Redistribution of operating budgets
 - Appropriate assignment and stewardship of endowments
 - Management of the University Studies Program
 - Examination of appropriate infrastructure for administration of programs, scientific and creative spaces, and college research enterprises.
 - Administrative structure

Program Reorganization Details

I. New College of Agriculture and Life Sciences

N.B. While we continue to support the reorganization plans described below, as noted above, we suggest further review and discussion through December of 2022 and an implementation date of July 1, 2023. The proposed reorganization may be modified as appropriate pending more detailed discussions and consideration of unintended consequences to the structural changes to A&S as well as the proposed changes to CANR.

A. Family and Consumer Sciences

1. *Key Points from Review Committee:* The committee provided a robust report that clearly communicated that it does not support any organizational changes to Family and Consumer Sciences (FCS), including the proposed move of the Human Nutrition and Food program to the Department of Kinesiology & Health in the College of Health Sciences and the proposed move of Early Childhood Education Center to the College of Education. The committee states that there are important synergisms among the various programs in FCS, including Human Nutrition & Food (HNF); Design, Merchandising & Textiles (DMT); Human Development & Family Sciences (HDFS); and the Early Childhood Education Center (ECEC). It argues that “synergies between the FCS disciplines provide unique external funding opportunities”. It recommends “possible synergies” with Visual & Literary Arts (DMT), Kinesiology & Health (HNF), and Education (HDFS and ECEC). It considered the possibility of consolidating DMT with Visual & Literary Arts but concluded that such a move would not result in substantial benefits to either program. The committee states that an additional accountant would need to be hired in the College of Education to manage the ECEC.

In my October 12 memo to you, I recommended that we proceed with moving the Nutrition program to the College of Health Sciences and the and moving ECEC to Education. I further recommended that the HDFS program be moved to the College of Education and that a 2-13 committee be established to explore this move as well as a plan for relocating the DMT program.

2. *Provost’s Recommendation:* The current FCS department includes seven tenured or tenure-track faculty; two senior lecturers on extended term, including the Director of ECEC; two assistant lecturers on a fixed-term rolling contract track; and one assistant lecturer on an annual appointment (there are six additional assistant lecturers connected to ECEC). The department

offers a BS degree with three distinct undergraduate tracks (Human Nutrition and Food; Human Development & Family Sciences; and Design, Merchandising, & Textiles). This is not a sustainable or stable structure. The alignment of degree programs with Health Sciences, Education, and possibly Visual Arts would place these programs within units with common disciplinary interests and contribute to the formation of viable departmental structures.

I disagree with the committee's recommendations to keep HNF and ECEC in FCS. As noted in a separate 2-13 report, Kinesiology & Health in the CHS is enthusiastic about the proposed move of Nutrition. There is compelling logic of having ECEC aligned with the College of Education and such alignment is typical at other universities. The original proposal did not specify a plan for how the remaining units (i.e., Design, Merchandising, & Textiles and HDFS) should be organized. The committee notes the potential for closer collaboration between DMT and Visual Arts, as well as the need for closer collaboration between HDFS and the College of Education. I agree that these alignments are logical and recommend that HDFS be moved to the College of Education.

We have received input from internal and external stakeholders regarding proposed changes to FCS and its programs and most of that input has clearly been in opposition to any changes to FCS. Specific concerns have been over the possibility of harming the highly successful and impactful Cent\$ible program that benefits low-income Wyoming residents statewide, and which is administered through UW Extension. There have also been concerns expressed regarding the possible loss of federal funding. While the FCS Nutrition faculty work with the Cent\$ible program, they do not have Extension appointments *per se*. I see no reason the collaboration of Nutrition faculty with the Cent\$ible program or any other statewide program should be negatively impacted by moving Nutrition to the College of Health Sciences/Division of Kinesiology and Health and I maintain my recommendation to implement this change. To be clear, the Cent\$ible Nutrition program would continue to reside in and be administered by UW Extension. There should also be no need to alter or move current federal funding that supports the Cent\$ible program or any other related programs (e.g., SNAP).

As noted above, I have established a 2-13 committee to address the move of HDFS to the College of Education and examine where the DMT program should be located as well as the possible dissolution of FCS (see II.B.2). Note that Psychology faculty have been included on this committee as it has been

suggested that at least some HDFS faculty's expertise might be better aligned with that department. *Finally, as noted above, I recommend that there should be further discussion on the merit and potential unintended consequences of moving the Nutrition program to Kinesiology & Health, as well as the broader implications for the FCS department. Deliberations and any final decision by the Provost will be completed by December 2022 with implementation no later than July 1, 2023.*

B. Life Sciences

1. *Key Points from Review Committee:* The committee recommends consolidating five departments currently in CANR and two departments currently in A&S into three "schools" with the tentative names of (1) Agriculture, Food, and Human Systems, (2) Ecology, Evolution, and Natural Resources, and (3) Biomedical Sciences. Each school would be led by a "director", which would function in a role that is comparable to a department head. The three schools would be consolidated under an umbrella "Program". The proposal recommends that all current degree programs would be maintained within the new schools where previous academic departments align. It doesn't appear that any administrator is recommended for the umbrella program. The committee recommends that the LIFE program be administered by the Dean of the college and specifies that "teaching in LIFE would be open to any CALS faculty". The committee also notes that there needs to be further discussion to determine the appropriate structure, including the naming of programs.

Provost's Recommendation: I applaud the committee for constructively taking on this major proposed reorganization. I recommend moving forward with this reorganization. I propose consideration of a somewhat different approach that could provide more cohesion among the various life-sciences programs. For example, the seven departments and the LIFE program could be formed into a department with a head. The department could be organized into three major divisions, each led by an associate head. Faculty could be allowed to align with any or all the major divisions regardless of the previous academic department. The LIFE director would report to the department head and collectively they would be responsible for assuring that faculty are assigned to teaching LIFE classes. While existing degree programs should certainly be maintained at least for the short term, there should be consideration of an umbrella "Life Sciences" undergraduate degree program with opportunities for emphasis in various subdisciplines. That said, I appreciate that the proposed consolidation of these programs will require considerable thought and discussion. *Finally, as noted above, I*

recommend that there should be further discussion on the merit and potential unintended consequences of consolidating life sciences academic programs in CANR. The discussion should lead toward a structured plan for reorganization that could include potential synergies with the College of Health Sciences. Deliberations and any final decision by the Provost should be completed by December 2022 with implementation no later than July 1, 2023.

II. College of Business

A. Agricultural Economics and Economics

1. *Key Points from Review Committee:* Following the decision in September to not further pursue the reorganization, I informed the 2-13 committee chair that it would not need to prepare a report.
2. *Provost's Recommendation:* I recommend that the consolidation of Ag Econ and Economics into a single department in the College of Business should not be pursued at this time. It became obvious that the benefits of consolidation would be more than offset by the angst it would create. Although UW will not pursue the consolidation at this time, it has asked the 2-13 committee chair to continue engaging with the committee with the goal of offering recommendations on how the two programs can improve collaborations, synergisms, and productivity.

III. College of Education

A. School of Counseling, Leadership, Advocacy, and Design (CLAD)

1. *Key Points from Review Committee:* The committee submitted a thoughtful and thorough analysis of possible new structures for the College of Education (CoE) that included a reorganization of the College that would retain most of the degree programs currently situated in the School of Counseling, Leadership, Advocacy, and Design. Three possible models for restructuring were presented but the committee did not make a clear recommendation as to its preference. Dean Thomas followed up with the 2-13 committee and with CoE faculty to further refine the recommendation for restructuring. Based on these discussions, Dean Thomas recommends a structure similar to the Model 3 proposed by the committee. This structure would include three divisions as follows: (1) An Educator Preparation Division, which includes programs leading to licensure and provides support for graduate and research programs. It would include early childhood education, educational foundations, elementary education, secondary education, and the post-graduate certificate (all leading to initial teacher licensure), (2) The Graduate Education Division, which would strengthen links between faculty research lines and graduate programs in counseling. It would include Educational Leadership and Administration, Counseling, Research Methods, Curriculum

and Instruction, and Special Education, and (3) The Innovation and Engagement Division, which would focus on the integration of TEI with academic programs and outreach. It would include representatives from all divisions, offices, initiatives, CoE centers, stakeholders, advising, distance programs, and academic and service-learning. The proposal includes a recommendation to eliminate two Ph.D. degree programs.

Dean Thomas also supports moving the ECEC and HDFS programs from Family and Consumer Science to CoE. He notes that the two programs complement each other and fit well with early childhood education programs in the CoE. Although beyond the scope of this 2-13 review, it is also noted that Dean Thomas recommends that the Science and Math Teaching Center be formally moved under the CoE. This recommendation will be reviewed soon.

2. *Provost's Recommendation:* I concur with the committee and Dean Thomas and recommend moving forward with the proposed restructuring at this time. This new structure should poise the college to deliver its fundamental mission of training teachers and administrators that serve the state of Wyoming. It also supports and promotes critical research programs in education. I note that the proposal explicitly integrates that the Trustees Education Initiative into the fabric of the new structure. The two Ph.D. degree programs proposed for elimination will require reviews through the 2-13 process and Dean Thomas has been instructed to lead that process should you and the Board approve the recommendation to move forward with the College of Education's reorganization.

B. Early Childhood Education Center (ECEC)

1. *Key Points from Review Committee:* As noted in I.A.1, the Family and Consumer Science 2-13 committee does not recommend moving the ECEC to the college of Education and maintains that the program is vital to the FCS department. The committee recommends "increased involvement from the College of Education" but doesn't specify what that involvement would include.

Provost's Recommendation: I recommend that moving ECEC from FCS to the College of Education (CoE) is in the best interests of the program, CoE, and UW. Indeed, it is common for such programs to be situated in colleges of education as they provide natural learning opportunities for students, scholarly opportunities for faculty, and excellent care and learning opportunities for children and families. However, I recommend delaying the move of ECEC or the Human Development and Family Sciences (HDFS)

program from FCS into the CoE, as we more carefully consider the broader reorganization plans. *Finally, as noted above, I recommend that there should be further discussion toward a structured plan for reorganization as it relates to ECEC and HDFS with implementation no later than July 1, 2023.*

IV. New College of Engineering and Physical Sciences

N.B. While we continue to support the reorganization plans described below, we suggest that implementation could be delayed until July 1, 2023, and modified as appropriate pending more detailed discussions and consideration of unintended consequences to the disaggregation of A&S. We do, however, recommend proceeding with the merger of the CS and ECE departments as noted below and suggest that it would seem prudent to proceed with moving Physics & Astronomy to CEAS and merging it with Atmospheric Science, effective July 1, 2022.

A. Chemical Engineering and Chemistry

1. *Key Points from Review Committee:* The committee prepared a thoughtful and comprehensive report on the proposed consolidation of the Departments of Chemistry and Chemical Engineering. Faculty in Chemical Engineering were generally supportive of the consolidation while faculty in Chemistry were generally “hesitant” about the consolidation. Interestingly, external stakeholders were broadly opposed to the consolidation and expressed concern that Chemical Engineering could lose its identity. Chemistry faculty noted that they had worked hard to develop shared staff support with the Department of Physics & Astronomy and were reluctant to give that up. Chemical Engineering, in contrast, is lacking in staff support and viewed one of the positives of consolidation to be an improvement on that deficiency. Importantly, the committee noted that there are no other examples of departments of chemistry and chemical engineering being consolidated in a single department at U.S. research universities. Standard teaching loads of Chemical Engineering faculty are higher than for Chemistry faculty. The committee notes that accreditation requirements are quite different for Chemical Engineering (ABET) and Chemistry (ACS). The committee was unable to reach a consensus on the proposed consolidation.

Provost’s Recommendation: While there are compelling reasons to consider the consolidation of Chemical Engineering and Chemistry, I recommend that we do not pursue this path. Given that no other research universities in the US have Chemical Engineering and Chemistry organized into a single department, UW would clearly be out of the mainstream by implementing this structure. Dean Wright noted in a separate communication that having Chemical Engineering and Chemistry in a single department would make them ineligible to apply for external funding that encourages collaboration between departments of chemical engineering and chemistry. Other factors

that would present significant challenges for a combined department include very different undergraduate accreditation standards and different but justifiable differences in teaching loads (nationally, engineering programs at research universities typically have teaching loads that are approximately 50% higher than science programs). Part of the rationale for the proposed consolidation was the original proposal to discontinue the Chemical Engineering department; however, since the proposal was modified to not discontinue the Chemical Engineering department, there are compelling reasons for Chemistry and Chemical Engineering to remain distinct departments. It is, however, recommended that the Department of Chemistry be moved to the new College of Engineering and Physical Sciences (we have not heard any objections to this move).

B. Petroleum Engineering and Geology & Geophysics

1. *Key Points from Review Committee:* The committee clearly communicated that there are strong feelings by both the Department of Petroleum Engineering (PETE) and the Department of Geology & Geophysics (G&G) that a consolidation of the departments would not be in the best interests of either program. Both programs feel strongly about keeping their own identity and autonomy. G&G faculty are focused on earth science and PETE faculty on sustainable extraction of energy and water. Both programs are concerned that their impressive national rankings would be compromised by a consolidation. There are no apparent efficiencies or synergisms in degree programs and no meaningful budget savings that would be realized by a consolidation.

Provost's Recommendation: I recommend that the Department of Geology and Geophysics move to the college of Engineering and Physical Sciences and the two departments remain autonomous within the new College of Engineering and Physical Sciences.

C. Computer Science and Electrical & Computer Engineering

1. *Key Points from Review Committee:* The committee recommends, with reservations the reorganization of the Department of Electrical & Computer Engineering with the current department of Computer Science to a new Department of Electrical Engineering and Computer Science. The committee recommends the formation of an *ad hoc* committee to address the reservations. The committee recognized several benefits including improved administrative efficiencies, improvements to undergraduate and graduate degree programs (including a common freshman sequence for all undergraduate majors), efficiencies in hiring faculty, and increased

opportunities for research collaborations and funding. The committee recommends hiring nine additional tenure-track faculty, four non-tenure-track faculty, nine additional technical staff, and 33 additional GTA lines over a five-year period and has identified major areas of research expertise that need to be addressed. The committee also noted that additional temporary instructional faculty will be needed in order to meet instructional demands in AY 2022-23.

2. *Provost's Recommendation:* I appreciate the thoughtful, thorough, and forward-looking report prepared by the committee. I recommend proceeding with the consolidation of the two departments. I appreciate the plans for revisiting undergraduate and graduate curricula and the identification of major research areas that need to be addressed. It is understood that investments in faculty, staff, and Graduate Teaching Assistants will be needed in order to realize research and educational goals for the new department, but no such commitments can be made at this time.

I recommend moving ahead aggressively with the merger of these departments. I also recommend initiating a national search for a new department head of the newly merged department ASAP.

D. Physics/Astronomy and Atmospheric Science

1. *Key Points from Review Committee:* The committee recommends the consolidation of the current Departments of Physics & Astronomy (P&A) and Atmospheric Science (AS) into a single department in the new College of Engineering and Physical Sciences to be led by a single department head. The committee identified research benefits that include a strong linkage to the proposed School of Computing and an enhanced pipeline of students to the graduate-only Atmospheric Science program. Educational benefits include the opportunity to launch a variety of BS/MS programs, broad overlap in teaching expertise among P&A and AS faculty, and the contribution of AS graduate students to the teaching needs of P&A.

Provost's Recommendation: I appreciate the thoughtful, positive, and constructive recommendations of the committee. There appears to be many research and educational benefits that will be realized through the consolidation, and I recommend moving forward with the move of P&A to the college of Engineering and Physical Sciences and the consolidation of the two departments, effective July 1, 2022.

E. Math & Statistics

1. *Key Points from Review Committee:* No 2-13 committee was appointed for the proposed move of Mathematics & Statistics to the new College of Engineering and Physical Sciences.

Provost's Recommendation: I have heard of no opposition to the proposed move of Mathematics & Statistics to the new College of Engineering and Physical Sciences. I recommend proceeding with plans to move the department as proposed. Given that there were no objections to this proposed reorganization, it would seem appropriate to consider moving ahead with this change once implementation details have been worked out.

V. College of Health Sciences: Nutrition

A. Kinesiology & Health/Nutrition

1. *Key Points from Review Committee:* The committee is very supportive of moving the Human Nutrition & Food (HNF) program from Family and Consumer Science (FCS) in the College of Agriculture and Natural Resources (CANR) to the Division of Kinesiology & Health (DKH) in the College of Health Sciences (CHS). The committee sees improvements in efficiencies and programs, including (1) improved marketing capacity that would attract more students, (2) a broader selection in education, research, and outreach programs (including rural and indigenous health), (3) combined course offerings and accreditation efficiencies, (4) expanded internship opportunities for students, (5) increased competitiveness and administrative support for national research funding, and (6) increased capacity for serving the needs of schools and counties statewide. The committee recommends the formation of the School of Kinesiology, Nutrition, and Health, and projects substantial increases in enrollment under the new structure, which could require the addition of faculty. The committee recommends consolidating faculty and staff in the Corbett building if possible.

Provost's Recommendation: I appreciate the thorough, thoughtful, and aspirational report by the committee and support the recommendation to move the HNF program from FCS to DKH. I note that the recommendation of this committee is fundamentally orthogonal to recommendations in the committee that considered the proposed reorganization of FCS. There is no reason why current HNF faculty can't maintain their partial Extension appointments or receive Hatch funds for their research. Indeed, I support the committee's recommendation: "To retain connections with agriculture

and food production in the state, we propose the inclusion of Extension appointments for faculty...following reorganization/merger of the academic programs investigation and meaningful conversation about the most advantageous location of Extension nutrition (including the Cent\$ible Nutrition Program) is recommended to ensure that benefit to the state is being maximized. Additionally, the important connection to food and agriculture will remain embedded in required coursework for nutrition and dietetic students, faculty research, and graduate students enrolled in the M.S. in Food Sciences & Human Nutrition with the proposed reorganization. The addition of Nutrition to the College of Health Sciences will also broaden nutrition and food knowledge and experience among students in other health-related majors including pre-professional, Exercise Science, Physical Education Teacher Education, and Community and Public Health.” *Finally, as noted above, I believe there should be further discussion toward a structured plan for reorganization, with implementation no later than July 1, 2023.*

VI. New College of Social Sciences, Humanities and Arts

N.B. While we continue to support the reorganization plans described below, as noted above, we suggest further review and discussion with final approval by the Provost no later than December of 2022 and an implementation date of July 1, 2023. The proposed reorganization may be modified as appropriate pending more detailed discussions and consideration of unintended consequences to the disaggregation of A&S. If approved, I will establish a committee to further review and evaluate the implications of moving all of physical and life sciences out of A&S, and to explore how the new college consisting of humanities, social sciences, and arts could be redefined.

A. Visual and Performing Arts

1. *Key Points from Review Committee:* The committee provided a thorough and thoughtful report on the proposed consolidation of the Departments of Art & Art History, Music, and Theatre & Dance. The committee reviewed the organization of arts programs at various universities and concluded that consolidation into a single department is not a recognized best practice. While some universities have created a “School of the Arts”, they essentially add a layer of bureaucracy and do not contribute to efficiencies. Further, unlike some departments (e.g., Electrical and Computer Engineering & Computer Science), there is very little overlap in degree programs and thus essentially no academic efficiencies to be realized. The committee’s recommendation is to maintain the current departmental structure.
2. *Provost’s Recommendation:* I appreciate the thorough and thoughtful consideration of the current department structure and how it compares

with universities that are comparable to UW. I agree with the committee's recommendation that there are no significant administrative or academic efficiencies that would be realized by combining the three current departments into a single department, and thus support maintaining the current departmental structure.

B. English and Creative Writing

1. *Key Points from Review Committee:* Key benefits for remaining with Visual and Literary Arts model are oversight and administration of the Neltje gift, which is targeted into Art and Creative Writing where there is common ground in creative practice.

The committee's recommendation is to remain in the current structure until the Neltje Center is well developed, then reorganize with English. In the meantime, the departments propose to develop a creative or creative-critical track in the English Ph.D. and a joint M.A. /M.F.A. program over the course of two years and move Creative Writing back into English at that time. Once both the Ph.D. and the Neltje Center are fully operational, a pathway to a mutually beneficial re-merger of English and Creative Writing will be set.

2. *Provost's Recommendation:* I concur with the committee's recommendations. Specifically, I recommend the reorganization of English to include Creative Writing with the delayed implementation of AY 2023-24. I support the development of joint degrees as proposed by the committee and the development of a Ph.D. program in English.

C. School of Culture, Gender and Social Justice (SCGSJ)/American Studies

We expect the reorganization to be included in the final recommendation to the Board in November.

1. *Key Points from Review Committee:* History, American Studies, and the School Culture, Gender, and Social Justice (SCGSJ) all support the move of American Studies from History to the SCGSJ. Slight modifications to existing organizational structures will allow for the continued support of faculty, staff, and students in these units. There are no increased costs associated with the reorganization. The committee opposes consolidating all degrees in the school to one degree with concentrations. This is due to post-graduation employment considerations for students.

2. *Provost's Recommendation:* I concur with the committee's recommendations and propose implementation on July 1, 2022.

D. Philosophy & Religious Studies

1. *Provost's Recommendation:* The required reduction in Philosophy and Religious studies will be managed by the Dean of Arts & Sciences.

E. Communications & Journalism (COJO)/AG Communications

1. *Provost's Recommendation:* I recommend that, as proposed, the degree in Agricultural Communications be moved to the Department of Communications and Journalism. However, Agricultural Communications students will identify with and be advised in the new College of Agriculture and Life Sciences. Preserving the link to the new agriculture college is vital to the success of these students, as they need to take agriculture-specific courses in soil sciences, agricultural economics, and other areas. That said, the advertising, communications, media, and public relations curriculum stands squarely in the Department of Communications and Journalism.

VII. Discontinuation of Degree Programs

A. Program: B.A. German

1. *Recommendation from Faculty Senate Committees:* APC recommends retaining the major.
2. *Provost's Recommendation:* I support retaining the major. Currently, the number of majors has risen to 7, and there are 11 minors. To obtain a language minor, students take 6 courses at/above the 2040 level (fourth semester). German majors take the same classes as minors. There are no classes just for majors, and there are no faculty only teaching majors. Half of the scholarships in the Department of Modern and Classical Languages prioritize German majors. No Wyoming community college offers German. The program economics (net revenue contributions) of the program are favorable, and the program averages 785 student credit hours per academic year due to the large number of service courses for other majors taught by the program. To obtain a language minor, students take 6 courses at/above the 2040 level (fourth semester). German majors take the same classes as the minors. There are no classes just for majors. And there are no faculty only teaching majors.

B. Program: B.A. French

1. *Recommendation from Faculty Senate Committees:* APC recommends retaining the major.
2. *Provost's Recommendation:* I recommend retaining the major. Fall 2021 enrollments show 12 students majoring in French, and 18 students minoring in French. There are the same minor/major curriculum considerations as above with German including majors requiring 2-4 semesters in other areas.

No Wyoming community college offers French. The program economics (net revenue contributions) of the program are favorable, and the program averages 798 student credit hours per academic year due to the large number of service courses for other majors taught by the program.

C. Program: M.A. Sociology

1. *Recommendation from Faculty Senate Committees:* APC and GC recommend retaining the major with the opportunity to restructure the program in partnership with Criminal Justice.
2. *Provost's Recommendation:* I support the recommendations of the APC and GC and recommend restructuring the program in partnership with Criminal Justice.

D. Program: M.A. Philosophy

1. *Recommendation from Faculty Senate Committees:* APC recommends retaining the major, GC recommends elimination.
2. *Provost's Recommendation:* I recommend discontinuation of the program based on chronically low enrollments.

E. Program: M.A. Political Science and M.A. in International Studies

1. *Recommendation from Faculty Senate Committees:* Both GC and APC recommend retaining the program.
2. *Provost's Recommendation:* I recommend that both the M.A. in Political Science and M.A. in International Studies be retained. Students in this program provide instruction and instructional support for the U.S. and Wyoming Constitution required course that all UW students must take (the "V" requirement), generating thousands of student credit hours; grant activity in the department is strong. Program enrollments have rebounded to 17 for the M.A. in International Studies and to 10 for the M.A. in Political Science for Fall 2021.

F. Program: M.S. Architectural Engineering

1. *Recommendation from Faculty Senate Committees:* GC and APC recommend retaining the program.
2. *Provost's Recommendation:* Upon further review, it is apparent that there would be no substantial savings realized by eliminating this program. Only one graduate course is unique to the program. I, therefore, recommend retaining this degree. I note that the Dean of Engineering and Applied Science also supports retaining the program.

G. Program: B.A. Secondary Education, Spanish/French/German Language Education

1. *Recommendation from Faculty Senate Committees:* The APC recommends retaining the program.
2. *Provost's Recommendation:* Given that we are recommending retaining degrees in foreign degrees and the compelling need for foreign-language teachers in Wyoming, I recommend retaining this degree. I note that the Dean of Education also supports retaining this degree.

H. Program: M.S. and Ph.D. in Entomology

1. *Recommendation from Faculty Senate Committees:* The GC and APC support the recommendation of delaying the discontinuation of these programs.
2. *Provost's Recommendation:* The joint recommendation from the heads of Plant Sciences and Ecosystems Science and Management is to delay elimination in light of the proposed reorganization of life sciences and Agriculture. A significant infusion of faculty with entomological expertise will be in the new college with the infusion of faculty from Botany, Zoology & Physiology, the Wyoming Natural Resource Database, and this will reflect the largest infusion of such expertise in 20 years. I recommend allowing the programs to continue admitting students until they can be redesigned under the new life science structure.

I. Program: M.S. Family & Consumer Sciences

1. *Recommendation from Faculty Senate Committees:* The GC and APC support delaying the discontinuation of the degree.

Provost's Recommendation: The M.S. program currently has reasonably strong enrollment and I recommend that it should be continued pending the outcome of the 2-13 review process that is underway. Even if the programs in FCS are moved to other units, I would hope to maintain an interdisciplinary M.S. degree in Family & Consumer Sciences that allows for broad degree tracks as it does now.

J. Program: M.B.A. Finance

1. *Recommendation from Faculty Senate Committees:* Supports elimination of the program.
2. *Provost's Recommendation:* The College of Business recommends eliminating this program because of chronically low and declining enrollments. Admission to the program was suspended last year. I recommend eliminating the program.

K. Program: M.B.A. Energy

1. *Recommendation from Faculty Senate Committees:* Supports elimination of the program.
2. *Provost's Recommendation:* The College of Business recommends eliminating this program because of chronically low and declining enrollments. I recommend eliminating the program.

L. Program: Ph.D. Statistics

1. *Recommendation from Faculty Senate Committees:* Supports elimination of the program.
2. *Provost's Recommendation:* The department recommends eliminating the program with the understanding that it will design and develop a new Ph.D. program in Data Science. I concur with this recommendation.