



April 4, 2019

MEMORANDUM

TO: J. Kevin Dorsey
Interim President

THROUGH: John M. Dunn 
Interim Chancellor

FROM: Meera Komarraju 
Interim Provost and Vice Chancellor for Academic Affairs

SUBJECT: RME: School of Analytics, Finance & Economics

I am writing to seek your approval for the School of Analytics, Finance & Economics. The RME and associated documents are attached.

Thank you.

Attachments

/rh

c: Brad Colwell, Vice President for Student and Academic Affairs
Lizette Chevalier, Associate Provost for Academic Programs
David DiLalla, Associate Provost for Academic Administration

Rec'd 4.4.19

Approval Form for RME/NUI

Proposed Change: Merger of programs and department (see RME) to form a School of Analytics, Finance, and Economics

1. Unit originating the request APAP 04 May 2019
Date

Lizette R Chevalier
Signature

Yes No
Approval

Signature

2. Department/School Vote Form

Outcome of Faculty Vote Yes No Abstain

Yes No
Approval

Date

3. College Curriculum Committee or other college-wide committee (where required)

Outcome of Committee Vote Yes No Abstain

Yes No
Approval

Date

4. Dean of College of

Yes No
Approval

Date

Signature

The following signatures will be solicited through the approval process coordinated by the Associate Provost for Academic Programs

5. Associate Provost for Academic Programs

14 May 2018
Date

Yes No
Approval

Chevalier

Lizette R Chevalier

Signature

6. Faculty Senate (Undergraduate Programs)

9/14/2018
Date

Yes No
Approval

Jonathan Bean

Jonathan J Bean

Signature

7. Graduate Council (Graduate Programs)

28 Nov 2018
Date

Yes No
Approval

Wesley Calvert

Wesley C Calvert

Signature

8. Provost and Vice Chancellor

4-April/2019
Date

Yes No
Approval

M. Komarraju

M. Komarraju

Signature

9. Chancellor

4/4/2019
Date

Yes No
Approval

J.M. Dunn

J.M. Dunn

Signature

10. President

Date

Yes No
Approval

J. Kevin Dorsey

J. Kevin Dorsey

Signature

11. Illinois Board of Higher Education (where required)

Date

Yes No
Approval

IBHE Representative (Print)

Higher Learning Comm Representative (Print)

Signature

12. Higher Learning Commission (where required)

Date

Yes No
Approval

Higher Learning Comm Representative (Print)

Signature

Reasonable and Moderate Extension (RME)

PROPOSED ADDITION/ABOLITION, RE-ALLOCATION, OR RE-ESTABLISHMENT OF AN EDUCATIONAL UNIT, CURRICULUM, OR DEGREE IN THE COLLEGE OF BUSINESS, COLLEGE OF LIBERAL ARTS, AND THE COLLEGE OF APPLIED SCIENCES AND ARTS

I. Program inventory

This RME is to create a School of Analytics, Finance, and Economics by way of a merger of the Department of Finance (College of Business) and the Department of Economics (College of Liberal Arts) and the IST program in the School of Information Systems and Applied Technology (College of Applied Sciences and Arts).

The School of Analytics, Finance, and Economics will be housed administratively, on a temporary basis, in the Provost and Vice Chancellor for Academic Affairs area. The degree programs, graduate certificates, and minors will remain intact. Additional details are provided in the accompanying Program Change Plan.

A. Current listing of approved programs (list all within the major)

CIP code	Major/Minor	Degree	Unit
52.0601	Business Economics	BS	Finance
45.0601	Economics	BA	Economics
52.0801	Finance	BS	Finance
11.0103	Information Systems Technology	BS	ISAT
45.0601	Economics	MA	Economics
45.0601	Economics	MS	Economics
45.0601	Economics	PHD	Economics
	Finance	Minor	Finance
	Economics	Minor	Economics

B. Proposed listing

CIP code	Major/Minor	Degree	Unit
52.0601	Business Economics	BS	Analytics, Finance and Economics
45.0601	Economics	BA	Analytics, Finance and Economics
52.0801	Finance	BS	Analytics, Finance and Economics
11.0103	Information Systems Technology	BS	Analytics, Finance and Economics
45.0601	Economics	MA	Analytics, Finance and Economics
45.0601	Economics	MS	Analytics, Finance and Economics
45.0601	Economics	PHD	Analytics, Finance and Economics
	Finance	Minor	Analytics, Finance and Economics
	Economics	Minor	Analytics, Finance and Economics

PROPOSED ADDITION/ABOLITION, RE-ALLOCATION, OR RE-ESTABLISHMENT OF AN EDUCATIONAL UNIT, CURRICULUM, OR DEGREE IN THE COLLEGE OF BUSINESS, COLLEGE OF LIBERAL ARTS, AND THE COLLEGE OF APPLIED SCIENCES AND ARTS

II. Reason for proposed action

This action relates to the Program Change Plan for creation of a School of Analytics, Finance and Economics.

III. Program delivery mode

Same as current delivery mode.

IV. Anticipated budgetary effects

Please refer to the accompanying Program Change Plan.

V. Arrangements to be made for (a) affected faculty, staff and students; and (b) affected equipment and physical facilities

Please refer to the accompanying Program Change Plan. There will be no reduction in faculty resulting from this plan. There are no changes in curricula, so there is no effect on current students. Staff may be re-assigned or added depending on the needs determined by the new school. All inventory will be assigned to the new school. The physical facilities will remain the same in the short term. A campus wide space plan is being developed that will address the needs of the new school in relationship to the campus.

VI. Will other educational units, curricula, or degrees be affected by this action?

The plan has no direct effect on other educational units, curricular or degrees. In general, the merger should build on the existing collaboration between the units.

VII. Assessment of Student Learning Outcomes

This criteria only applies to new programs. All current assessment activities will remain in place.

VIII. Catalog copy to be deleted or added

Will be provided once the approval is completed.

IX. The requested effective date of implementation

July 1, 2018

Faculty Senate Resolution:

SPECIAL COMMITTEE FOR REORGANIZATION PROPOSAL REVIEW

Resolution to Recommend Rejection of the RME to establish a School of Analytics, Finance, and Economics

WHEREAS the reorganization of Southern Illinois University Carbondale eliminates departments and combines degree programs into schools; and

WHEREAS the University reorganization establishes a School of Analytics, Finance, and Economics and

WHEREAS there is mixed support for the proposed reorganization by faculty in Economics and Finance; and

WHEREAS the Vice Chancellor for Academic Affairs and Associate Provost and, the Associate Provost for Academic Administration reiterate their support for the Program Change Plan/RME and

WHEREAS the Faculty Senate Special Committee on Reorganization was split on the proposed reorganization.

THEREFORE BE IT RESOLVED that the Faculty Senate rejects the RME for the creation of the School of Analytics, Finance, and Economics.

Date of Resolution Approval: September 11, 2018

Semester:

Jonathan J Bean

Digitally signed by Jonathan J Bean
Date: 2018.09.14 12:34:33 -05'00'

Date

President, Faculty Senate

Resolution to Recommend Rejection of the RME to create a School of Analytics, Finance, and Economics

WHEREAS the new school would be formed through a merger of (i) the Department of Finance (College of Business), (ii) the Department of Economics (College of Liberal Arts), and (iii) the IST Program in the School of Information Systems and Applied Technology (College of Applied Sciences and Arts).

WHEREAS the results of the voting in the impacted units are as follows: Department of Finance (2 yes, 0 no, 0 abstain); Department of Economics (1 yes, 6 no, 1 abstain); IST Program (6 yes, 0 no, 0 abstain, and

WHEREAS the faculty in the Department of Economics overwhelmingly object to both the lack of synergy between the various units in the proposed school and their placement in the College of Business, and

WHEREAS the Department of Economics voted unanimously to join another restructuring initiative, the proposed College of Social Sciences and the Humanities, and

WHEREAS we regard the support of affected faculty as an important measurement of the ability of the new unit to successfully implement and create graduate curriculum, and

WHEREAS towards the end of that proposal it still has the old language "The administration agrees to support establishment of two Agribusiness Economics degrees...", which was strongly opposed by the Agribusiness Economics Faculty and was removed from the School of Agricultural Sciences proposal.

Therefore, BE IT RESOLVED that the Graduate Council recommend rejection of the RME to create a School of Analytics, Finance, and Economics through a merger of (i) the Department of Finance, (ii) the Department of Economics, and (iii) the IST program.

X Wesley C Calvert Digitally signed by Wesley C Calvert
Date: 2018.11.28 09:57:51 -06'00'

Chair, Graduate Council

Date

X Juliane P. Wallace Digitally signed by Juliane P. Wallace
Date: 2019.04.03 14:27:35 -05'00'

Associate Dean, Graduate School

Approval Form for RME/NUJ

Proposed Change: Merger of programs and department (see RME) to form a School of Analytics, Finance, and Economics *Finance*

1. Unit originating the request APAP 5/14/18 Date

Dr. M. Williams
Signature

2. Department/School Vote Form

Outcome of Faculty Vote Yes 2 No 0 Abstain 0 Yes No Approval
Date 01 May 2018

Xiaoxin Beardsley
Digitally signed by Xiaoxin Beardsley
Date: 2018.05.02 11:14:17 -0500'
Signature

3. College Curriculum Committee or other college-wide committee (where required)

Outcome of Committee Vote Yes No Abstain Yes No Approval
Date

Signature

4. Dean of College of Business Yes No Approval
Date 07 May 2018

Terence A Clark
Digitally signed by Terence A Clark
DN: cn=US, o=State of Illinois, ou=CME, email=terence.a.clark@siu.edu, serialNumber=2021804, cn=Terence A Clark
Date: 2018.05.02 11:49:03 -0500'
Signature

The following signatures will be solicited through the approval process coordinated by the Associate Provost for Academic Programs

5. Associate Provost for Academic Programs

5/14/18 Date Yes No Approval

Dr. M. Chevalier
Associate Provost (Print) Signature

6. Faculty Senate (Undergraduate Programs)

 Date Yes No Approval

Faculty Senate (Print) Signature

7. Graduate Council (Graduate Programs)

 Date Yes No Approval

Graduate Council (Print) Signature

8. Provost and Vice Chancellor

 Date Yes No Approval

Provost and VC (Print) Signature

9. Chancellor

 Date Yes No Approval

Chancellor (Print) Signature

10. President

 Date Yes No Approval

President (Print) Signature

11. Illinois Board of Higher Education (where required)

 Date Yes No Approval

IBHE Representative (Print)

12. Higher Learning Commission (where required)

 Date Yes No Approval

Higher Learning Comm Representative (Print)

Approval Form for RME/NUI

Economics



Proposed Change: Merger of programs and department (see RME) to form a School of Analytics, Finance, and Economics

1. Unit originating the request APAP 08 May 2018
Date

Lizette R. Chevalier
Signature Digitally signed by Lizette R. Chevalier
DN: cn=Lizette R. Chevalier, o=SIUC, ou=SIUC, email=lizette.chevalier@siu.edu, c=US
Date: 2018.05.07 15:22:00 -0500

2. Department/School Vote Form
Outcome of Faculty Vote Yes 1 No 6 Abstain 1 04 May 2018
Date Yes No Approval

Subhash C Sharma
Signature Digitally signed by Subhash C Sharma
Date: 2018.05.07 14:42:35 -0500

3. College Curriculum Committee or other college-wide committee (where required)
Outcome of Committee Vote Yes ___ No ___ Abstain ___
Date Yes No Approval

Signature

4. Dean of College of Liberal Arts 08 May 2018
Date Yes No Approval

Andrew K Balkansky
Signature Digitally signed by Andrew K Balkansky
Date: 2018.05.09 10:32:14 -0500

The following signatures will be solicited through the approval process coordinated by the Associate Provost for Academic Programs

5. Associate Provost for Academic Programs

5/14/18 Yes No
Date Approval

Chevalier Dr. McQuinn
Associate Provost (Print) Signature

6. Faculty Senate (Undergraduate Programs)

Date Yes No Approval

Faculty Senate (Print) Signature

7. Graduate Council (Graduate Programs)

Date Yes No Approval

Graduate Council (Print) Signature

8. Provost and Vice Chancellor

Date Yes No Approval

Provost and VC (Print) Signature

9. Chancellor

Date Yes No Approval

Chancellor (Print) Signature

10. President

Date Yes No Approval

President Print) Signature

11. Illinois Board of Higher Education (where required)

Date Yes No Approval

IBHE Representative (Print)

12. Higher Learning Commission (where required)

Date Yes No Approval

Higher Learning Comm Representative (Print)

Approval Form for RME/NUI



Proposed Change: Merger of programs and department (see RME) to form a School of Analytics, Finance, and Economics 1547

1. Unit originating the request APAP 14 May 2018
Date
2. Department/School Vote Form

Outcome of Faculty Vote	Yes <u>6</u>	No <u>0</u>	Abstain					
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3. College Curriculum Committee or other college-wide committee (where required)

Outcome of Committee Vote	Yes <u>4</u>	No <u></u>	Abstain					
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4. Dean of College of Applied Sciences and Arts 14 May 2018
Date

Lizette R. Chevalier
Signature

Sam Chung
Signature

Donald R. Bartlett
Signature

Andy Wang
Signature

Digitally signed by Lizette R. Chevalier
DN: cn=Lizette R. Chevalier, o=SIUC, ou=SIUC, email=lizette.chevalier@siu.edu, c=US
Date: 2018.05.14 08:42:37 -0500

Digitally signed by Sam Chung
DN: cn=Sam Chung, o=SIUC, ou=SIUC, email=samchung@siu.edu, c=US
Date: 2018.05.14 08:42:37 -0500

Digitally signed by Donald R. Bartlett
DN: cn=Donald R. Bartlett, o=SIUC, ou=SIUC, email=donald.r.bartlett@siu.edu, c=US
Date: 2018.05.11 14:04:04 -0500

Digitally signed by Andy Wang
DN: cn=Andy Wang, o=SIUC, ou=SIUC, email=awang@siu.edu, c=US
Date: 2018.05.14 08:42:37 -0500

The following signatures will be solicited through the approval process coordinated by the Associate Provost for Academic Programs

5. Associate Provost for Academic Programs

	14 May 2018							
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6. Faculty Senate (Undergraduate Programs)

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7. Graduate Council (Graduate Programs)

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8. Provost and Vice Chancellor

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9. Chancellor

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10. President

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11. Illinois Board of Higher Education (where required)

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12. Higher Learning Commission (where required)

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Lizette R. Chevalier
Signature

Associate Provost (Print)
Signature

Faculty Senate (Print)
Signature

Graduate Council (Print)
Signature

Provost and VC (Print)
Signature

Chancellor (Print)
Signature

President (Print)
Signature

IBHE Representative (Print)
Signature

Higher Learning Comm Representative (Print)
Signature

Program Change Plan
School of Analytics, Finance and Economics

Provided to Faculty in the following affected units:

- Department of Economics
- Department of Finance
- School of Information Systems and Applied Technology¹

This program change plan is in keeping with Sections 9.04 and 9.05 of the Collective Bargaining Agreement (CBA).

A. Description of Proposed Change:

This plan establishes a School of Analytics, Finance and Economics by merging the Department of Finance, the Department of Economics and the undergraduate degree program in Information Systems Technology (IST). Once established, the School will be housed administratively, on a temporary basis, in the **Provost and Vice Chancellor for Academic Affairs** area².

Following establishment of the School, Faculty will create an operating paper pursuant to Article 5 of the Collective Bargaining Agreement. During the period of creation of the School Operating Paper, day-to-day management of the school will be guided by applicable provisions of the former department/school operating paper and former college operating paper³.

For the proposed degree inventory for the School of Analytics, Finance and Economics, please refer to the accompanying RME. The names and academic requirements of the degree programs will not change under the program change plan / RME.

Organizational Structure of School of Analytics, Finance and Economics:

Initially, the Interim Director of the School will report to the Provost, on a temporary basis until the assignment of the School to its home college. Following such assignment of the School, it will be led by an A/P Director who will report to and serve at the pleasure of the Dean of the College², and who will be appointed following a search conducted in keeping with the University's Hiring Policy and Procedures. The University Policy on Department Chair responsibilities applies to School Directors. In keeping with this policy, the School

¹ This plan reflects a reduction in the School of Information Systems and Applied Technology by way of separating the degree program in Information Systems Technology (IST) and housing the IST degree program in the School of Analytics, Finance and Economics.

² See the statement at end of this document that is separate and apart from this program change plan regarding college-level considerations.

³ This approach is provisional, recognizing that interim operating procedures could be subject to impact bargaining.

Director is the chief academic, administrative, and fiscal officer for the academic unit and serves at the pleasure of the Dean. The Director is responsible for overall management and leadership of the unit and is expected to contribute to the mission of the University.

Specific duties of the Director will include, but are not limited to⁴: planning, development, coordination, review, and administration of undergraduate and graduate instructional programs to advancing learning outcomes of students enrolled in the School's academic programs, as well as students enrolled in service courses offered by the School's faculty; ensuring faculty excellence through effective recruitment, retention, and evaluation of personnel; advancing and coordinating accreditation-related activities including program assessment; maintaining effective recruitment, retention, and degree completion rates of students enrolled in the School's academic programs; providing educational leadership, fostering excellence, and creating a culture of increased research, scholarship, and creative activity among faculty; developing and recommending budgets to the Dean, as well as administering approved budgets and controlling expenditures within the unit; promoting alumni relations and representing the School and its constituent divisions and programs to various constituencies; conducting all business and activities in compliance with applicable law, policies of the SIU Board of Trustees, University Policies and Procedures, the College and School Operating Papers, and other guidance and directives of the Dean; and fostering an environment that advances Institutional goals regarding diversity and intolerance of discrimination.

Upon establishment of the School, an Interim Director will be appointed on a term-basis following usual campus processes for appointing interim administrators. The Interim Director appointment will be made by the Provost via search waiver, in consultation with faculty members who comprise the School, and with approval of the Office of the Chancellor, and the Office of Affirmative Action. Faculty and staff members will have an opportunity to express their preference regarding possible candidates for the Interim Director Position, and to provide feedback on interim director candidates.

The search for the permanent School Director may be internal or external, consistent with current practice for hiring of Department Chairs and School Directors. In keeping with university hiring procedures and policy, an approved position announcement will be created for the Director Position; a search committee will be approved through the Affirmative Action Office; applications will be solicited; applications will be reviewed by the search committee; approved interviews will be conducted; and, a hiring recommendation that is informed by faculty and search committee feedback will be made by the Dean, with final approval by Provost and Affirmative Action Office.

The former department of Economics, the former department of Finance and the IST program (presently in the School of Information Systems and Applied Technology) shall

⁴ Adapted from university policy on duties of Department Chairs, which apply to School Directors.

represent **divisions** within the School. Each Division will be led by a faculty member who serves in the functional role of Division Coordinator. Division Coordinator duties will reflect a service assignment in the faculty member's annual workload assignment, and may vary based on the needs of the Division. Depending on the nature and intensity of the service assignment, and on the complexity of the division, coordinators may be assigned a "release" from one to-two 3-credit hour courses per year (i.e., a 12.5% or 25% FTE service assignment). The service assignment shall be determined by the School Director in consultation with the Division Coordinator and the Dean and in compliance with the collective bargaining agreement. Depending on the complexity of the Division's programs and needs, Division Coordinators may also receive summer appointments in support of the division and its programs. Service duties of the Division Coordinator may include, but may not be limited to: consulting with the School Director and/or support staff regarding course staffing needs; providing input to the School Director to inform the Director's assignment of workload to faculty; assisting with student concerns; coordinating accreditation-related activities if appropriate; assisting the School Director with program assessment.

With respect to staffing/hiring decisions in the proposed School, the School Director will work proactively with Division coordinators and with the Dean to ensure that staffing needs (e.g., teaching of courses, civil service staffing needs) are addressed effectively and fairly. Such an approach is presently applied in multi-program academic schools, and in complex academic departments. The administration recommends establishment of operating paper procedures that foster strong, equitable partnerships across the school. For example, faculty in the school might consider creating operating paper provisions that establish a "senate" representation model for curriculum or other critical committees.

Rationale

A general goal of this plan is to revitalize and reposition our academic programs in order to create opportunities for greater collaboration among students and faculty. SIU's academic programs and structure have remained largely unchanged in a changing higher education marketplace. Accordingly, this plan aligns programs that relate to each other in order to foster synergy and innovation.

The program change plan for the School of Analytics, Finance and Economics focuses and integrates scholarly, teaching/pedagogy and service efforts in core aspects of Business, Economics and Finance, with additional focus on development of innovative programming in business analytics and information systems. The plan also reflects the goal of streamlining our overall academic administrative structure. The proposed School will offer forward-looking, student-focused, innovative programming to SIU students in high-demand academic areas. Students will receive enhanced academic experiences, including specialized advising and career development opportunities that will prepare them for career success.

B. Impact on Faculty Lines and Faculty Workload

Faculty Lines

This plan has no effect on Faculty lines. There will be no eliminations of faculty positions under this plan.

Workload

Faculty workload assignment is governed by the terms of the Collective Bargaining Agreement (CBA). Additionally, the CBA requires School Operating papers to include the "criteria to be applied when determining workload ". Consistent with current practice in other Academic Schools at SIU Carbondale, and in keeping with the provisions of the CBA, workload assignments will be made by the School Director, with consultation and input from Division Coordinators, and subject to approval by the dean. To summarize, all Faculty workload assignments will continue to be made in accordance with the procedures established and required by the collective bargaining agreement.

In addition to fostering collaboration and innovation in curricula, pedagogy and scholarship, the merger of the planned academic units and degree programs into a school will contribute to more equitable distribution of service-related tasks across faculty, freeing faculty from some of the service obligations associated with the activities required to support the academic unit and the university. By spreading such responsibilities out in larger schools, individual faculty members will have additional opportunities to engage in teaching and research activities. Additionally, enhancement of the School's overall teaching, research and service capacity will be realized by way of a net-decrease in the number of academic-unit administrators, and the return of such administrators to faculty roles. Finally, to the extent that the current administrative structure may contribute to curricular overlap and duplication, we anticipate that as a result of the reorganization plan there may be decreased pressure to staff required courses.

General Promotion and Tenure Considerations for Tenured and Tenure Track Faculty.

Affected Faculty members who hold tenure in the Department of Economics, the Department of Finance or the School of Information Systems and Applied Technology will have their tenure transferred to the School of Analytics, Finance and Economics. The plan will not result in any loss of tenure for any Faculty member in the Department of Economics, the Department of Finance or the School of Information Systems and Applied Technology.

Faculty members who presently hold tenure track appointments in the Department of Economics, the Department of Finance or the School of Information Systems and Applied Technology will have their continuing, tenure-track appointments transferred to the School of Analytics, Finance and Economics, with no change to their tenure probationary period.

Promotion Considerations for Tenured Faculty. Under the terms of the current Collective Bargaining Agreement, the promotion guidelines and procedures articulated in the operating papers in force at the time of the tenured faculty member's most recent promotion will apply to a promotion review case that occurs after the proposed merger and establishment of the School of Analytics, Finance and Economics. Note, however, that the tenured faculty member may elect to apply the promotion guidelines and procedures of the operating paper of his or her new school to the promotion / tenure review case. The promotion standards and procedures articulated in the 2016 SIUC Employees Handbook also apply to promotion review.

Tenure and Promotion Considerations for Tenure Track Faculty. Under the terms of the current Collective Bargaining Agreement, the tenure and promotion guidelines and procedures in the operating papers in force at the time the faculty member was hired into the tenure-track position will apply to an initial tenure / promotion review case that occurs after the proposed merger and creation of the School of Analytics, Finance and Economics⁵. Note, however, that a tenure-track faculty member may elect to apply the tenure/promotion standards of the operating papers of his or her new school to the promotion / tenure review case. The promotion and tenure standards and procedures articulated in the 2016 SIUC Employees Handbook also apply to promotion and tenure review.

Provisional Promotion and Tenure Procedures for **Current** Tenured and Tenure track Faculty.

The procedures outlined in this section are provisional given that the Faculty Association reserves the right under Article 9 to bargain impact of any implemented program change.

SCHOOL-LEVEL REVIEW

The Director of the School of Analytics, Finance and Economics shall coordinate the process and shall write the School-level recommendation letter.

⁵ Clarification: If promotion and /or tenure occurs after the ratification of the new school operating paper, such operating paper will govern future promotion applications

1. For candidates formerly appointed in the **Department of Economics**: unless the faculty member chooses to apply the new School of Analytics, Finance and Economics Operating Paper provisions, the former Operating Paper of the Department of Economics shall govern the process and shall define the standards and criteria for promotion and/or tenure.
 - a. For such candidates, any academic-unit-level requirements regarding letter-solicitation, etc. that were included in the former Department of Economics Operating Paper shall apply.
 - b. For such candidates, the academic-unit-level committee would be comprised of appropriate (as defined by the former Department of Economics Operating Paper) faculty members who had held appointments in the former Department of Economics, augmenting if needed per CBA requirements.
2. For candidates formerly appointed in the **Department of Finance**: unless the faculty member chooses to apply the new School of Analytics, Finance and Economics Operating Paper provisions, the former Operating Paper of the Department of Finance shall govern the process and shall define the standards and criteria for promotion and/or tenure.
 - a. For such candidates, any academic-unit-level requirements regarding letter-solicitation, etc. that were included in the former Department of Finance Operating Paper shall apply.
 - b. For such candidates, the academic-unit-level committee would be comprised of appropriate (as defined by the former Department of Finance Operating Paper) faculty members who had held appointments in the former Department of Finance, augmenting if needed per CBA requirements.
3. For candidates formerly appointed in the **School of Information Systems and Applied Technology**: unless the faculty member chooses to apply the new School of Analytics, Finance and Economics Operating Paper provisions, the former Operating Paper of the School of Information Systems and Applied Technology shall govern the process and shall define the standards and criteria for promotion and/or tenure.
 - a. For such candidates, any academic-unit-level requirements regarding letter-solicitation, etc. that were included in the former School of Information Systems and Applied Technology Operating Paper shall apply.
 - b. For such candidates, the academic-unit-level committee would be comprised of appropriate (as defined by the former School of Information Systems and Applied

Technology Operating Paper) faculty members who had held appointments in the former School of Information Systems and Applied Technology, augmenting if needed per CBA requirements.

COLLEGE LEVEL REVIEW

As noted above, upon formation of the School, it will temporarily be assigned to the Provost and Vice Chancellor of Academic Affairs area. College level review of any promotion and tenure cases proceeding during the period of the School's assignment to the Provost area would follow the procedures below:

1. The operating paper from the applicable prior college shall govern with respect to college-level procedures, standards and criteria (i.e., College of Liberal Arts Operating Paper for candidates formerly appointed in the Department of Economics; College of Business Operating paper for candidates formerly appointed in the Department of Finance; College of Applied Arts and Sciences Operating paper for candidates formerly appointed in the School of Information Systems and Applied Technology).
2. The College-level committee shall be comprised of appropriate (as defined by the applicable prior operating paper) faculty members who previously had held appointments in the applicable College.
3. The College-level committee vote / recommendation shall go to the Dean of the applicable College⁶, who shall make an independent recommendation based on the evidence in the dossier, applying the applicable governing standards and taking into consideration the vote/recommendation of the college-level committee.

Following assignment of the School to a new academic college (see statement at end of this document that is separate and apart from the Program Change Plan), the following college-level procedures shall apply:

1. Unless the candidate elects to apply the operating paper established for the "new" College (see statement on proposed College structure that is independent of the program change plan), the operating paper from the applicable prior College shall govern with respect to College-level procedures, standards and criteria. The College-level committee shall be comprised of appropriate (as defined by the applicable operating paper) faculty members who had held appointments in the applicable College.

⁶ Or, if applicable, to an Academic Dean designated by the Provost for this purpose prior to the initiation of the promotion / tenure review process, following consultation with the candidate.

2. The College-level committee vote / recommendation shall go to the Dean of the “new” college. The Dean shall make an independent recommendation based on the evidence in the dossier, applying the governing standards of the applicable operating papers and taking into consideration , the vote / recommendation of the unit-level committee, the vote/recommendation of the college-level committee, and the recommendation of the School director.

PROVOST LEVEL REVIEW

The Dean’s recommendation shall be forwarded to the Provost who shall proceed according to current policies, procedures and practice.

C. Impact on Students and Ability to Maintain Curricula

There will be no negative impact on students. We anticipate significant benefits to students in the integrated school model. They will have exposure to a wider range of faculty and will have opportunities to engage in cross disciplinary research, curriculum, and co-curricular activities.

The catalog under which a student enrolled as a major will continue to govern that student’s curricular requirements. That is, an existing student whose major will be housed by a School rather than a department will have identical requirements to those in place when s/he entered the major. S/he will be able to continue their current programs through graduation based on the requirements specified in the Undergraduate or Graduate Catalog as of the date they enrolled in the program. We will ensure that we deliver on our commitments to students enrolled in every program. Future changes to curriculum will be the responsibility of the faculty, and such changes would follow established campus procedures (e.g., the NUI or RME process).

Given no reduction in faculty as part of the reorganization plan, there are no implications for ability to maintaining the curricula⁷. Again, the degree programs currently housed by the component academic units will simply be housed in the broader administrative structure of the School.

D. Estimated Financial Costs or Savings, Including Source(s)

Although cost-reduction was not the principal purpose of the overall reorganization proposal, we anticipate that implementation of the campus-wide plan will result in

⁷ With exception of any proposal to eliminate a degree program. Any such proposals will be separate and apart from this program change proposal.

permanent (projected) administrative cost savings by way of a campus-wide reduction of administrative positions (e.g., fewer dean positions, elimination of department chair and school director positions), which will allow us to invest strategically in future initiatives. Across campus, for each former department chair / school director, the difference between Faculty salary and chair/director salary, plus any summer salary committed for the chair/director will be saved on a permanent/projected basis. Such savings will be balanced against the salary costs associated with appointing an A/P School Director on a 12 month basis, plus any summer salary expenditures committed for division coordinators.

For the School of Analytics, Finance and Economics, we anticipate permanent / projected salary cost savings via reduction of the number of unit-level A/P administrators from three to one.

An analysis of support staff needs will be undertaken for the proposed school. This may result in additional savings if it determined that staffing consolidations are warranted. Note that there will be no layoffs of employees in civil service positions as a result of the program change plan, although it is possible that there will be re-assignment of some civil service positions, allowing us to allocate positions to the areas of greatest need. For example, we anticipate that civil service positions might be re-assigned to support complex Divisions (e.g., to assist the School Director with scheduling, personnel tasks, etc). Over time, additional savings may be generated following the reorganization by reducing duplicative courses through more efficient coordination in the Schools.

E. Comparison of similar programs at Peer Institutions (if applicable)

This program change plan represents an administrative restructuring of existing degree programs and academic units. The "School Model", with multiple degree programs housed in the School, is already functioning effectively at SIU in the School of Allied Health, the School of Information Systems and Applied Technology, the School of Art and Design, the School of Music and the School of Architecture. In such programs, faculty members who serve as division, area, or program coordinators / directors provide support and consultation to the School Director as part of their service assignments, with adjustment to workload assignments provided as appropriate, and with commitment of summer assignments in some cases, as required by the needs of the unit. School Directors at SIU have demonstrated their ability to understand, support, and represent the disparate academic disciplines represented in their schools, to advocate for wide-ranging academic programs, and to support, mentor, and evaluate fairly and equitably the faculty who teach and engage in scholarship in varied disciplines. School Directors at SIU have also demonstrated their success at supporting undergraduate and graduate students from multiple academic disciplines.

We are not aware of an academic school or department that is fully parallel to the proposed School of Analytics, Finance and Economics in terms of curricular, research and content focus. However, we are aware of academic units (some organized as Schools, some organized as Departments) that share similarities to the proposed School at: Louisiana Tech University; Mississippi State University; Southern Utah University; University of Arkansas at Little Rock; University of Dayton; and William and Mary.

F. Possible Consequences of the Proposed Change on the University's Carnegie Status

The proposed change will have no direct / explicit impact on the University's Carnegie Status. However, one of the goals of the campus-wide re-organization plan (see point B) is to invigorate, enhance and expand Faculty research and creative activity by increasing synergy and collaboration. This includes the goal of expanding extramural grant / contract activity and increasing Ph.D. production. The reorganization plan will contribute to the broader institutional goal of increasing the University's Carnegie Status to R1 (Highest Research Activity).

[END of Program Change Plan]

Separate and apart from the Program Change Plan provided above to Faculty under Sections 9.04 and 9.05 of the Collective Bargaining Agreement, the following information is provided for informational purposes:

Upon establishment of the School of Analytics, Finance and Economics, it will be housed administratively, on a temporary basis, in the Provost and Vice Chancellor for Academic Affairs area, with the interim director of the School reporting to the Provost. This will allow time for processing of a College-level RME for the college to which the School will be assigned. Ultimately, we propose that the School of Analytics, Finance and Economics be part of the College of Business and Analytics (**or, as alternately named**).

Neither establishment, elimination, nor renaming of Colleges by the University is subject to the requirements of Article 9. Additionally, assignment by the University of Departments and/or Schools to Colleges is not subject to Article 9. However, establishment of Colleges and assignment of Departments / Schools to Colleges is subject to established campus shared governance processes and to any requirements of the Board of Trustees and the IBHE. RME(s) to rename the College of Liberal Arts, and to assign academic schools to the renamed college, will be submitted at an appropriate date. Such RME(s) will follow established procedures (e.g. review by Faculty Senate and/or Graduate Council), with opportunity for feedback by faculty, staff and students.