CHARGE TO THE TASK FORCE

The Humanities Division Task Force on Reconstitution is charged with developing a set of recommendations on the reconstitution of the division’s academic departments, academic programs, and research units. The objective is to capture substantial and significant savings while preserving, to the greatest extent possible, the integrity and quality of the division’s academic programs. The recommendations must achieve this objective not only in light of the extreme financial conditions we now face but also with a view to positioning the division for success in a future where we must be able to operate more flexibly in terms of how we deliver curricula and more entrepreneurially in terms of how we support the intellectual and research enterprise of the humanities writ large.

The Task Force is specifically charged with the following:

1. Review and analyze the expenses currently incurred to operate the division’s academic units, academic programs, and research units such as they are currently organized.

2. Identify opportunities to capture greater efficiencies and reduce expenses through reconstituting the administrative organization of the division’s academic departments, academic programs, and research units.

3. Identify the ways existing academic departments, academic programs, and research units might be remapped or reconceived to reduce expenses and build opportunities.

4. Identify synergies between and among the division’s academic departments, academic programs, and research units, or with academic departments, programs, and units across the academic divisions, which present opportunities to reduce costs while preserving or improving instruction.

5. Estimate the savings and benefits of the proposed changes, not only in fiscal terms but also in operational, organizational, pedagogical and intellectual terms.

6. Identify the most appropriate paths to implementation.

The members of the Task Force should consult broadly, limited by the time line imposed on completing its work. The consultation should include faculty, students, and staff. The members of the Task Force should also consult with appropriate members of the campus and divisional administration as well as with the relevant committees of the UCSC Academic Senate.
 TERMS AND CONTEXT
(ADVISORY TASK FORCE ON RECONSTITUTION)

Reconstitution refers to any combination of actions treated as a unified plan and intended to transfer, consolidate, discontinue, disestablish (TCDD), change the name of, or establish an academic program or academic unit.

The Regents, the university, and the academic senate have established review process governing the establishment, disestablishment, discontinuance, transfer, and consolidation of academic and research units. Each campus has its own specific procedures in support of the university’s and academic senate’s processes. The campus guidelines for the establishment and disestablishment of academic programs and departments can be found on-line at the URL written on the board: http://planning.ucsc.edu/acadplan/newpgmdev.asp

The division is facing an unprecedented loss of funding. Our permanent funding has decreased by ~$1.1 million over the last 18 months. We must now plan for the loss of an additional $1.4 million to $1.6 million in the current fiscal year. This is the context within which the TF was created. The TF was asked to consider the ways in which reconstitution can improve programmatic efficiency so as to allow us to move forward on realizing some, if not all, of our aspirations.

The Task Force was asked to develop a set of recommendations on the reconstitution of the division’s academic departments, academic programs, and research units. The objective is to capture substantial and significant savings while preserving, to the greatest extent possible, the integrity and quality of the division’s academic programs. The recommendations must achieve this objective not only within the extreme financial conditions we now face but also with a view to a future that will differ from the growth scenarios of prior planning. The Dean has stressed that to position the Division for success we must be able to operate more flexibly in terms of how we deliver curricula and more entrepreneurially in terms of how we support the intellectual and research enterprise of the humanities writ large.

Our ten-person Task Force represents an initial exploratory review of potential opportunities in the division that could lead to savings from reconstitution, broadly defined. What comes out of our work will be a set of recommendations to the dean that may, or may not, lead to the development of a proposal to transfer, consolidate, discontinue, disestablish, or change the name of an academic program or unit. If a proposal is eventually developed, it will be submitted for review and approval according to the established process.