

# Environmental Science Division

## Organizational Structure & Function

### 15 July 2009

Building on six years of successive growth in the undergraduate program, a long-standing graduate program in Environmental Science at ESF, and faculty discussions over the past few years, this plan describes an updated organizational structure now being implemented to support and provide standing to on-going interdepartmental efforts.

#### Description of New Structure and Function of the Division of Environmental Science

The Division of Environmental Science at SUNY ESF houses a unique, interdepartmental effort that brings together faculty from all departments to provide curricular opportunities that extend beyond those provided by any single academic department. This structure provides ESF with a means to offer curricula with strong relevance to contemporary society by addressing emerging issues that cross departmental boundaries.

- The program is managed by a Director who also serves as either the Undergraduate or Graduate Coordinator of programs.
  - The Director reports to the Provost and represents the Division -- both the undergraduate and graduate programs in Environmental Science -- at the College level in much the same way as a Department Chair would do, however, the Division Director is not responsible for supervising faculty beyond their Environmental Science appointments.
  - The Director is responsible for management of the program budget, supervision of support staff, annual reporting, external program review, input on participating faculty P&T as they come up in home departments (more complete task list may be found in the matrix at the end of this plan).
  - The Director works with Department Chairs, the Dean of Instruction and Graduate Studies, and the Provost on appointments of faculty to participate in Environmental Science program.
- One full time support person will be housed in an Environmental Science Division Office that will be open regular business hours to provide students and others with a clear place to go for Environmental Science programmatic information.
- The general structure of the Division beyond the Director and Graduate and Undergraduate Coordinators includes a Curriculum Group Leader for each undergraduate option or major, and an Area of Study (AOS) Leader for each graduate area of study.
- Each option and area of study has a group of faculty associated by appointment to provide curricular oversight, and at the graduate level to review applicants to the Area of Study and serve as the petition review body for that AOS.
  - These faculty members are considered Participating Faculty and receive official appointment to the Division's programs by the President of the College.
- The Division Director, the other Coordinator, and the Curriculum Group and AOS Leaders constitute the Environmental Science Division Program Committee.
  - The Division Program Committee brings curricular matters to the full Participating Faculty group for voting prior to proceeding to the College-level review process.
- The UG Coordinator either is or reports to the Division Director, manages undergraduate recruitment, orientation and oversight of the curriculum with Curriculum Group Leaders.
- The Curriculum Group Leaders and the Coordinator constitute the UG Program Committee which serves as the petition review body as well as having a first level of review of any new UG curriculum proposals.

- The Graduate Coordinator either is or reports to the Division Director, works with OIGS on graduate student recruitment and orientation, coordinates the application process for the Graduate Program in Environmental Science, works with the Director to allocate Graduate Assistantships, works with Area of Study Leaders to ensure review of curricula.
- The AOS Leaders together with the Coordinator serve as the Graduate Program Committee.
- Participating Faculty associated with the Graduate Program in Environmental Science are responsible for reviewing applications to the AOS and serving as major professor for students in the AOS.
  - Participating Faculty review and vote on curricular matters presented by the Division Program Committee prior to proceeding to the College level review process.
- Faculty members wishing to propose a new interdepartmental undergraduate curriculum or new graduate area of study or dissolution of one may do so by preparing and presenting the proposal first to the UG or Graduate Program Committee during the specified “Open Season” (the season is limited for better time management for Participating Faculty). Following that review, the proposal is forwarded to the Division Program Committee for review, vote by the full Participating Faculty, who then officially sends it through the College level review process.

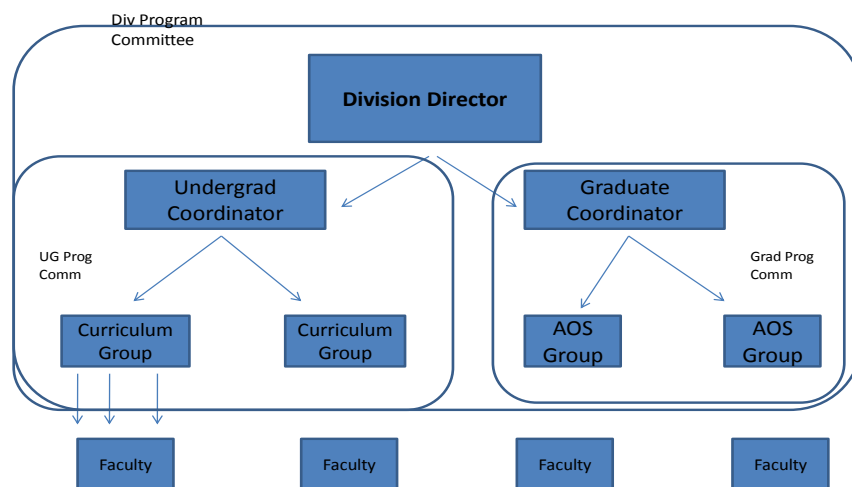


Figure 2. Diagram of proposed structure of the Division of Environmental Science.

The following outline gives a snapshot of the structure and function in a different form.

#### Proposed Structure in Outline Form

- 1) Division Director (would also hold position of UG or Grad Coordinator)
  - a. Responsible for Program (UG and Grad)
    - i. Reports to Provost
    - ii. Annual reporting
    - iii. External program review as per 6 year cycle schedule
    - iv. Input on faculty P&T reviews
    - v. Manage program budget
  - b. Represent program and faculty at college level
    - i. Academic Council Member
  - c. Supervise support staff
  - d. Coordinate participating faculty
    - i. Work with Department Chairs, Dean of IGS, and Provost on appointments

- ii. Work with Coordinators and Curriculum Group Leaders or Area of Study (AOS) Leaders to oversee curricula (Core Program Oversight Committee)
  - iii. Review related curricular proposals
  - iv. Coordinate new curriculum group and AOS proposals
- 2) Undergraduate Program Coordinator
  - i. Reports to (or is) Director
  - ii. Undergraduate recruitment
  - iii. Oversight of curriculum with Curriculum Group Leaders (Coordinator and Curriculum Group Leaders = UG Program Committee)
    - 1. Serve as petition review body
    - 2. First level of review of new Undergraduate curriculum proposals
- 3) Graduate Program Coordinator
  - a. Administrative responsibilities
    - i. Reports to (or is) Director
    - ii. Manages graduate recruitment & application reviews
    - iii. Works with Director to allocate GA resources
    - iv. Oversight of curriculum with Area of Study Leaders (Coordinator and AOS Leaders = Graduate Program Committee)
      - 1. First level review of new AOS proposals
- 4) Group Leaders
  - a. Curriculum Group Leaders for UG program
    - i. Advise juniors and seniors in the curriculum group (e.g.,
      - 1. Manage advising assignments
    - ii. Oversight of curriculum
      - 1. Student learning outcome development and assessment
      - 2. Regular review and amendment of curriculum
  - b. Area of Study Leaders for Graduate Program
    - i. Coordinate review of applications to AOS and assignment of MPs
    - ii. Coordinate contributing faculty to provide oversight of AOS curriculum
      - 1. Serve as petition review body
      - 2. Student learning outcome development for AOS
      - 3. Regular assessment of student learning outcomes
      - 4. Regular review and amendment of curriculum
- 5) Participating Faculty
  - a. Appointed by President as “Participating Faculty” in Env Sci
    - i. Active participation must be maintained to keep appointment. Active participation means on-going engagement in one of the following ways with no more than one year of inactivity.
      - 1. Advise students
      - 2. Supervise undergraduate synthesis projects
      - 3. Teach an ESC required course
  - b. Work with Curriculum Group and Area of Study Leaders on curricular needs
    - i. Grad – petition review as requested by AOS Leader
  - c. Advise students
    - i. UG - juniors and seniors in curriculum group

Administrative Commitment: A successful Environmental Science Program is an institutional priority. Administration has committed the following resources to support the Division’s programs:

- an office for the Division,
- appointment of Director,
- a dedicated staff member,
- stipends for Coordinators, Curriculum, and Area of Study Leaders, and

- assistance with negotiations between the Director and Department Chairs to facilitate faculty participation in the programs.

Recruiting Faculty: Reasons a faculty member may want to contribute to Env Sci

- Opportunity to participate in a curriculum directly related to one’s scholarly interests.
- Interest in interdisciplinary efforts
- Interest in working with high quality students
- Desire to bring more interdisciplinary programs to ESF students
- Opportunity to help share and implement the college’s namesake program
- Interest in working with faculty with similar interests
- Env Sci effort counts toward total workload, is included in consideration for merit pay
  - advisees and courses count toward total workload

Potential Faculty Concerns and Proposed Resolutions

<b>Concerns</b>	<b>Responses</b>
Sense of not really having a significant role	Formal appointment  Must participate to have a vote in EnvSci curriculum development
Will not get credit for work outside home department	Advisees count toward total workload  Env Sci courses count toward credit hour production  Env Sci effort included in merit pay decisions  Env Sci Director letter for P&T actions
Worry of answering to two “masters”	Env Sci Director will not have a supervisory role with faculty, participation is by choice
Too many extra meetings	Estimate of two additional meetings per year: one for advising and one for curriculum review and assessment  Petitions can be managed by Coordinator through e-mail with faculty as needed
Workload issue – currently fully committed; perception of being unable to shift some to Env Sci effort; concern that new options mean new courses	Work with DC to plan for involvement in the future or to shift some effort to Env Sci  Consider creatively combining existing courses for new options and sharing responsibility with several faculty for capstone efforts
Lack of support from Department Chair	No problem as of July 15

Why Departments Should Participate

- Another way to create and keep happy faculty
- Potential for additional resources
- Helps the College, thus all departments
- Additional avenue to demonstrate departmental value to College
- Opportunity to work with high quality students

### Relationship between Division and Departments

- Faculty are under jurisdiction of Department Chairs
- Faculty participation is voluntary and must be negotiated with Department Chair
- All work by participating faculty accrues to the individual and their home department
- All work by participating faculty counts fully in their P&T dossier
- Department Chairs will work with Division Director, Dean of IGS, and Provost to ensure that departmental and division needs are met



