

Principles for restructuring and realignments

1. Act in the best interest of the institution and students

Restructuring/realignments are cumbersome, stressful and time consuming activities. They should be considered only when they are in the best interest of the University and our students' Illinois experience.

2. Enhance intellectual synergies

Guided by a deep understanding of programs, restructuring/realignments should seek an enhancement of intellectual synergies that offer possibilities for improved scholarship and pedagogical innovations.

3. Enhance impact and efficiency

Restructuring/realignments must yield programs with a critical mass necessary for excellence and impact which must be clearly defined. At the same time, programs must be sized for achieving operational and administrative efficiencies.

4. Establish transparency of purpose and shared governance

A clear and publicly explainable rationale for the restructuring/realignments must be established. In keeping with shared governance, faculty must be involved in the process as early as possible.

5. Establish consistency and uniformity

We must ensure that policies and procedures for restructuring/realignments — moving, merging, transferring and eliminating units—are consistently and uniformly applied to all units.

Key variables and metrics to consider during structural restructuring/realignments

Variable	Key Questions	Potential Metrics
Centrality of the unit	What role does the unit (i.e., the scholarship and educational effort of the unit) play in the larger success of the institution?	<ul style="list-style-type: none"> • Undergraduate majors • Graduate students • Instructional units (to majors and non-majors) • Minors • Faculty partnerships across units • Faculty on grants across units
Quality, visibility and reputation of the unit	What is quality of the scholarship and graduate education of the unit?	<ul style="list-style-type: none"> • Rankings • Placement of graduates • Accreditation • Academic Analytics metrics • Grad program quality indicators • External research support
Impact of the unit (current and future potential)	What is the level of demand for current graduates of the unit? What support for scholarship is garnered by the unit?	<ul style="list-style-type: none"> • Placement of graduates • External research support • Public engagement
Potential for enhanced synergy and strength	Are there areas of commonality across units that could be strengthened through new alignments? Would new alignments enhance success, impact and visibility and/or protect important areas of inquiry by increasing critical mass? How efficiently/effectively does the unit operate in its current form?	<ul style="list-style-type: none"> • Number of faculty in unit • Number of staff in unit • Cross-listed courses • Faculty partnerships across units
Future Institutional Needs and Directions	How is the unit positioned to address the needs of the institution and broader communities in the next 10, 20, 30 years?	