

**6. The questions above used rank-order questions to elicit your opinions on a range of issues related to the current COEHS structure and issues of importance for any possible restructuring that could occur. In the space offered below, please elaborate on any of the issues addressed above. We value your input and want to ensure that you are able to fully express your views on these important issues. Please enter your response below:**

1. Help departments with low enrollments to thrive and survive. What are the priorities of the dean's office or the college? Why do we sometimes feel like we are alone on a sinking ship? More communication from the chair and accountability for a chair who does not do their job. Break down the silos and focus on the resources of the faculty and staff in departments. Encourage collaboration and research. Support tenure track faculty members who feel they are alone and not mentored by their chair or others in their department. Follow through on initiatives.
2. I think there are incredible inequities in the college to remedy this it requires some change.
3. Some programs benefit from collaborating, while others (for example programs following strict accreditation requirements) do not. There needs to be flexibility in meeting both of those types of needs.
4. We need to have better leadership and accountability for their actions while having more transparency with issues that are occurring.
5. The majority of people in the college are helpful and dedicated to their work. I would like to see increased cohesion. I find it disturbing to observe the hidden zeal in folks who delight in withholding help from some, but not others. Highly skilled manipulators do fly well under the radar. They spin their stories. It is awful to watch. They complain a great deal, but are doing quite well for themselves. It doesn't matter how the restructuring will occur, some will complain, even if they are better off for it.
6. COEHS has been restructured quite a few times in the last 10 years (3?). Each time, we seem to be asked to do much more with much less. My main concern regarding the value of restructuring is the rationale is never presented coherently. Financially, I certainly don't think it makes sense to create more departments, schools, colleges if it means hiring more administrators and staff. In the SOE we are understaffed and faculty are spread thin. I don't see how restructuring will change any of that (unless we are permitted to hire some more Unit A and B faculty).
7. LEJA faculty has been on overload for the last few years and its budget is a joke. It's time to put the money where the growth is.
8. The communication and leadership structure between the two campuses is terrible. I work on both campuses and have seen first-hand the disconnect (and unhealthy competition) between the two campuses. They are different environments, and unless one understands the nuances of each, you cannot lead or work collaboratively (think equity, not equality). Additionally, I think it is vital that we work on student retention. We have some good recruitment strategies in place, but not wonderful retention plans. If we cannot keep the students, then our recruitment efforts are really not all that effective.
9. Not sure what some of the prompts mean. Optimize number of departments? Decreasing number of departments decreases faculty representation and increases use of 'middle men' to oversee faculty and staff which decreases flow of information. WIU administration is in a silo, not faculty. My responses reflect life under last full-time dean.
10. Inequity among departments: We have to hire a SPED instructor to alleviate the suffocating stress on those in that department (the few). There has been no movement and this was promised in a series of meetings last spring. Student Recruitment: There is no support for recruitment for current departments (except for international students specifically in the EdD OJEL). It is an expectation that we recruit but we are not given support in what this might/should look like (i.e., reduced teaching load). No common expectations and no accountability exist.

The final element I take issue with is the change from the Higher Education Doc track to the current OJEL. That change happened with Dean Godwyll with absolutely no needs assessment or department proposal (other than the initial name change solely because of the George Floyd injustice in the spring of 2021. That change was pushed through with no budget information, no curriculum changes made to the current curriculum, and no staffing plans. It was a be a pilot for a year. It is a program that should never have been pushed through in any way. That was someone trying to make a name for himself and now it is a part of the division among staff. The two primary faculty that lead that program are retiring in two years and the intention is unknown for that program.

Budget Model/Incentives: Support for professional advancement as a tenure track faculty is nonexistent, financially, unless I am first in line for some grant (i.e., Provost Travel Award). The expectation is that I progress toward tenure at my own expense. That progression has cost me well into the thousands of dollars since I came in the fall of 2020. The fact that we are over 10 million in the red at the university level, but we are incredibly top heavy in the Dean's office (not to mention the university) speaks to what the university and COEHS values. I do what I do because I have my own goals, in spite of the lack of support, financially, I receive from the university as a whole.

11. LEJA should be their own college.
12. I think our top priority in all this should be the welfare of the students, faculty, and staff. Without students and without staff, we are lost. We must establish a system for recruitment, retention, and resolutions to keep students coming, enrolling, and graduating. Removing barriers should be our top priority.

What barriers have we unintentionally left in place? What is happening in each program that could cause us to lose a student? Where is each program successful or challenged? What could we do better in each program to keep our current students, help them be successful, and attract new ones? How does our technology help or hurt our progress as a unit? How do we tell students we care about them? How do we help them to work through barriers? What messages, overt or covert, are we sending them? Who do they most often approach for support? What are their needs and how does a restructuring of our college support them?

Are our systems efficient? Are our staff well-trained? Do we have all the information we need to do our jobs? Do faculty and staff have good communication? Do we have enough staff to do all the jobs? Do our staff get paid appropriately for the (multiple) jobs they do? No. NO.

I could care less about research initiatives, where departments are housed, and who has the authority to do what- I think what really is going to matter in the coming years, with the enrollment shortage imminent, is recruitment and retention for both students as well as faculty and staff. Our workforce is a skeleton crew- we can't even find/hire the full-time instructors to offer the classes our students need to graduate. We can't hire anyone until our budget is balanced, and we can't balance the budget until students are enrolled in classes and paying us the money, we need to fund it all.

I'm angry. I've been at COEHS for less than 2 years and in that time, I have been bullied, thrown under the bus, moved to a new position, and seen countless students be failed by our policies, systems, and organizational structure. Departments don't communicate between one another, students are missing out on important information, our technology is horrendously outdated and we can't even run appropriate/accurate student lists- the problems will simply compound and continue to grow. Staff are tired, angry, catty, and utterly lost as to how to fix any of these things.

Our leadership fails to bring people together and instead they act like middle men carrying messages back and forth. Somebody needs to grow some backbone and step up to lead. Give us direction, tell us what to do, make an actual decision! I'm tired of getting dragged around on a rope behind this off-road pickup. All these good ideas that folks come up with just get lost- we don't have time, we don't have resources, we don't have, we don't have, we don't have...well, what DO we have? All this talk about what we don't have doesn't create any change, so let's get to work.

13. Some of the programs and areas that have been put together in the COEHS kind of feels similar to making a tossed salad. It would be good to have a discussion of why they are all together. Should they be where they are or do some belong elsewhere?
14. I think developing a stronger identity will attract students who want to join the COEHS. Making the COEHS stand out from other universities/opportunities is important, especially as it becomes more competitive to attract students in the future.
15. Hire additional faculty in order to reduce the number of adjuncts needed in the College. This will allow stability and growth for programs and students.
16. The structure of the departments and the college is outdated and really needs to align with the careers of today. Additionally, there needs to be more interdisciplinary type of programs.

Also, a celebration/acknowledgement of what different departments are doing well and how other departments in the college can have their students getting involved with those programs or activities or courses. We need to build students' collaborative skills.

17. Reorganization is unfortunately inevitable. However, it will not be good for individual programs. I prefer that this discussion come from the Dean's office and not from faculty. Ultimately, this looks like a power grab by an individual who feels left out and is acting out of covetous angst. This survey is agenda driven and not informative of the faculties' feelings.
18. It really depends how critical the financial stability of the College is. It appears to me that most departments have half the Unit A faculty then they had 20-30 years ago. Maybe this was cutting away the fat. But it also appears administration hasn't really cut positions... that is, it appears that as an institution we are top-heavy in administration and scraping the bottom of the barrel when it comes to adding faculty lines. I made more for my yearly contracted salary (9-month salary) 9 years ago as opposed to today = no raises, in fact, a 3% pay cut. Is this the same with administration salary increases over the past 9 years? In the last 20-30 years ago, faculty have taken on more hours of teaching, less pay, and greater responsibilities (recruitment, retention, marketing). All of this makes for poor faculty morale. Is there a plan for administration restructuring (i.e., merging of positions, responsibilities?).

19. I'm not opposed to college restructuring on the academic need-bases, but have questions over financially-driven restructuring. The purpose should be how to best serve our students, not how to save money.
20. Please don't change just to say we changed. If we make changes, be sure they are really going to lead to better things.
21. If you want people to get out of their silos, what difference does geographic location make? Many of the buildings are old, dated, and in need of serious repairs. WIU as well as COEHS needs to make use of the best spaces versus worrying about location.
22. There is a need for permanent leadership so decision can be made to move programs forward.
23. Other than a few colleagues, I find a non-existent camaraderie within COEHS. I believe this stems from the lack of transparency within the division. Today, more than ever, it is important for leaders to be as transparent as possible. Transparency makes people feel as if they are in the know and not be excluded from anything.
24. There is fighting between departments that has been going on for years and has been constantly swept under the rug. Merging departments seems to be a high priority to increase enrollments to save programs.
25. Departmental synergies could promote new programs to bring more students in. This goes in hand with getting out of the silos to work together to make strong academic programs that work together rather than against each other.
26. I believe that the departments are not viewed, valued, or treated with the same level. Information is not consistent and the Deans office has a history of ignoring issues.
27. I am still getting myself accustomed to the working environment and the role of each program plays. I don't really have any unique insights into possible restructuring.
28. There is really no way to know what might happen, but you never know until you try something. That's key point from the book *The Practice of Adaptive Leadership*.
29. Some programs and departments have significant GA, administrative and secretarial support while some have very little. Programs represented by faculty who have moved into the Dean's office - e.g., Educational Studies, receive support at the expense of other programs. Those departments that are located on both the QC and Macomb are also highly disadvantaged, particularly when the Department Chair is located in only one place. Another critical issue is that Education is advantaged over human services, including some leaders who fail to recognize that there is more to the mission of the COEHS than Pk-12 teacher education.

Finally, there are some innovative opportunities for departmental synergies, particularly those without clear undergraduate majors that lead to graduate degrees. For example, CNED, Social Work, Health Sciences, and CSP could rework the social work undergraduate degree to offer a "helping and supporting success" undergraduate degree that leads to students moving into human services-related professional work in higher education (CSP), the public services (social work), pk-12 counseling (CNED), community counseling (CNED), and public health (Health Sciences). Putting these together with a Dept. Chair who understands this could be very helpful for recruitment and retention.

30. The clear dominant identity is that of education: school counseling, CSP, Education, Physical Education. It would make sense to bring in the other education units from across the university so that there could really be a School of Education. I know we cannot control that inside COEHS, but I have always felt this way.
31. If faculty and staff in low enrolled programs are not getting out and recruiting, why are we keeping them?
32. LEJA should be its own stand-alone college.
33. My main thought to share at this point is the following: Departments and Individuals who are least invested in the overall growth and health of the college as a whole (meaning those who are only or primarily considering their own circumstance) are sometimes the most vocal. The disgruntled should be heard but not automatically appeased while those working quietly to advance and make a difference continue to take on additional workload or financial constraint.
34. COEHS loves the numbers that LEJA brings in, but they don't give it the faculty and budget that it needs to grow. And there is little respect for LEJA within the rest of COEHS. The university as a whole doesn't respect LEJA.
35. As the largest department within the college, LEJA support has historically been viewed as not commensurate with that of other smaller departments. LEJA lacks representation within the college, with little understanding of our mission and values, by administration, faculty, and staff outside LEJA.

36. It is my opinion that LEJA is not a good fit within COEHS. The opportunity for LEJA to stand on its own would allow for better responsiveness to issues specific to the program. Additionally, LEJA and Military Science really don't seem to fit in with the other programs.
37. The School of LEJA needs to be its own College.
38. The QC campus is really a shell game outside of Counselor Education and we do a disservice to our students and the Macomb campus in the way resources are allocated and student numbers are counted. This is the opposite of the Field of Dreams. We built it, but no one came. We continue to sink resources into an empty campus because Sherman Hall won't acknowledge what most can plainly see.  
  
Also, there is no faith in leadership in the Dean's Office or Sherman Hall to lead us out of the downward spiral we are in. The ship is sinking fast and we have zero resources left to keep it afloat. We hear recruitment and retention is everybody's business, but yet we see zero concrete planning or best practices come from anywhere above department level. There is no strategic plan with anything measurable in it from Sherman Hall. Finally, this University is failing in so many small ways that add up to a large catastrophic failure because every failure compounds every failure.
39. I often wonder just how much decision-making and autonomy the Dean's office at COEHS really has. There were past hires that were cancelled by upper admin and that was the end of those decisions. What are the goals with this restructuring process?
40. combining programs is likely a necessity that will cause turmoil due to departments which have negative relations from the past that some faculty will not let go of for the better good. Regardless of prior issues between or within departments, student recruitment and retention must be priorities.
41. I believe there is not equality between the workloads of the faculty. The Unit B Faculty receive many more courses and more responsibility.
42. I do not associate the word synergy at all with our college nor the university. Given the state of the university, this seems to be a key area where we could move forward. How could we collaborate rather than duplicate?
43. It is important for each program to have autonomy in decision-making. It is also important for programs to be involved and/or be aware of each program's budget.
44. LEJA should be its own college.
45. There are substantial inequities among departments and an unwillingness to address them. There is an ongoing lack of understanding of those programs outside of the Department of Education. Some departments are trying to sabotage others in order to avoid exposing their own problems.
46. Combine the jobs in the Deans office.
47. Inequity among Departments (staff workload, faculty, etc.): high workload and overload got paid around the same as those with average work load.
48. I would focus more on the necessary issues such as using restructuring to improve financial concerns, student recruitment, and improving equity among departments. I am less concerned about all programs in a school fitting with one another perfectly. I don't think there's a way to make it "perfect" but there is a way to make it better.
49. COEHS does not have an identity. It is a collection of schools and departments held tenuously together by memories of what once was. HSSW doesn't want to be together; LEJA wants to leave the college; our dean has openly referred to us as the College of Education (neglecting to mention the HS component); the Dean's Office happily points out that the School of Ed is now larger in enrollment than LEJA; multiple areas are hosting graduate assistants in support of School of Education needs rather than their own....we are the College of Education with scraps given to the other areas. The Human Services side is succeeding in spite of the Dean's Office rather than because of support being received from it. The awkward part of this is that little of this seems to be the doing of the School of Education faculty; individual faculty in that area seem willing to reach out and assist in the activities of the college.

**7. If you could reorganize the COEHS, what would it look like? Are there mergers or separations that would improve the overall performance of the COEHS and/or its constituent departments? Please enter your response below:**

1. Multiple schools that highlight the synergies of the departments within them. Rather than leaving some departments to "fend" for themselves with no resources or buy-in from the dean's office or their chair.
2. LEJA, SOE, KIN + RPTA, HS&SW + CE&CSP
3. Do we need every major to be in a department? My program has been without a chair for so long that we would rather just function on our own with a coordinator who reports to the dean and not have to work around other programs within a department.
4. On the education side of COEHS, I believe we are organized appropriately (there just aren't enough faculty). As far as the other areas, I don't have an opinion about the organization because I honestly don't feel like I know how other areas function together. The degree of unhappiness at the meeting was palpable, and I would like people to be happy where they work and be civil to each other.
5. There is an obvious disconnect between the human services and education sides, particularly with LEJA. LEJA has wanted to be its own college for some time now and I think it is a good idea.
6. If I could reorganize COEHS, I would create one or two more schools within the College. I would (ideally) create a School of Human Performance (Kin & RPTA- moving Hospitality out) and create a School of Human Services (CNED/CSP; SW/HS; Hospitality, etc.).

I would move Military Science to LEJA.

Less than ideal (but better than now) is lumping all these departments into one school (except Military science should be with LEJA). There is a pretty significant difference between Kin/RPTA and CNED/CSP; SW/HS and Hospitality, so I don't think it would be the best "synergy", but still an option.

Currently, RPTAH and CNED/CSP are the only departments with permanent chairs. Everyone else is interim. So, you would be saving the expense of rehiring new Chairs for those other programs.

7. It makes sense to consider merges where faculty overlap in what they can teach. That could serve to. Programs that do not have this type of overlap may be better served by being a stand-alone dept. The accreditation standards of programs need to be factored in.
8. Eliminate the OJEI doc and return to higher ed doc.  
Downsize upper-level management.  
Make funds available for professional growth.  
Take a critical look at the values of WIU SOE and revisit those with the faculty. Prioritize according to those values. Does an existing program align with those values; how so?
9. Eliminate programs with low enrollment. Eliminate some administrative positions. Put additional funds in programs that are successful.
10. Reorganizing COEHS isn't going to fix our enrollment issues, and my suggestion isn't much different to its current structure. I would simply move RPTH into a department with Social Work and Health Sciences called "Human Services."

Department of Education  
(All teacher education majors (also PE) except secondary)  
(Educational Studies)

Department of LEJA  
(Law Enforcement & Justice Administration)  
(Emergency Management)  
(Fire Protection Services)

Department of Human Services  
(Recreation, Park, Tourism & Hospitality)  
(Health Services Management)  
(Public Health)  
(Social Work)

Department of Kinesiology  
(Nutrition & Dietetics)  
(Nutrition & Foodservice Management)  
(Kinesiology)  
(Exercise Science)

11. As noted above, I think the logic of the current structure needs to be reviewed/discussed/clarified first.
12. I think it's important to try and make the COEHS really stand out university-wide, as well as statewide. Seems like many people and departments in the COEHS work independently of each other, and by trying to centralize as much as possible will bring cohesiveness.
13. I would merge Health Sciences with Kinesiology; Social Work with Counselor Education and College Student Personnel; Military Science and School of LEJA. Move the Public Health program possibly to LEJA.
14. I believe it would serve the college to look at other similar institutions and see how other universities are set up.  
  
I think there are faculty that could teach in multiple departments, but since the silos exist it is hard. Everyone is fighting for their students and SCH.  
  
I have to think on this further - but I believe there are some neat opportunities for the college to build on the interdisciplinary aspects of careers these days.
15. Again, this is agenda driven or forcing an opinion onto the respondent that forces the respondent to agree with merging. The results of all prompts are heavily influenced by a halo effect and should be ignored.
16. If there is a restructuring that is needed, the I can see possibly merging the 7 departments into 4. The departments would be: 1. Education, 2. LEJA and Military Science, 3. Health Sciences, Counseling, College Student Personal, and Social Work, 4. Kinesiology and RPTA. The other alternative would have Kinesiology merge with Health Sciences and have Social Work taken away from Health Sciences and be consumed by Counseling and College Student Personal. There are always other solutions, but this is probably the cleanest.
17. Some programs in the QC campus does not function as it should. We can merge/combine those if we don't need multiple campuses to deliver a program. Many of the functions are satisfied using livestream or hybrid course offerings.
18. I don't have any ideas on areas that need reorganized as I only work with a couple of the areas. I do look forward to see what everyone comes up with though.
19. Move Military Science to LEJA.  
Move Counselor Ed and College Student Personnel to Education. (Holly stepping down as Chair anyway)  
Merge KIN and RPTH. (KIN without permanent chair).  
Merge Dietetics with HS/SW.
20. Suggested mergers:
  - 1) Separate HS & Social Work
  - 2) Merge Kinesiology & Health Science
  - 3) Or Kinesiology, Health Science & RPTH  
The 2) option will benefit from either creating a new leadership or 3) being under a permanent leadership already available in 1 department
21. It seems that some mergers have come from convenience without thorough thought. New mergers need to happen which may mean that separations may need to happen.
22. Allied health programs all together (social work, health sciences, dietetics, counselor ed).  
Education programs all together (including physical education).  
RPTH & Kinesiology.  
LEJA left alone, unless there are allied health programs in LEJA that are unhappy and would be a better fit with other allied health programs.
23. Not enough info at the moment to say.

24. The following reduces Directors/Dept. Chairs from 7 to 3, and creates 3 schools that offer synergy and have equal number of degree programs in each school:
  - A. School of Education - 11 degree programs as currently structured except moving Ed. Leadership OJEI doctoral track to "B" below.
  - B. School of Counseling, Wellness, Hospitality & Student Success - 11 degree (due to 2 tracks of both CNED & CSP) programs combining CNED/CSP/Health Sciences/Social Work/RPTH departments and Ed. Leadership OJEI doctorate.
  - C. School of Law Enforcement, Military Science & Kinesiology - 11 degree programs combining LEJA, Military Science and Kinesiology.
25. The clear dominant identity is that of education: school counseling, CSP, Education, Physical Education. It would make sense to bring in the other education units from across the university so that there could really be a School of Education. I know we cannot control that inside COEHS, but I have always felt this way.
26. RPTH should merge with another program. If not, I'm afraid it will be eliminated.
27. LEJA is appropriate for a separation from COEHS to stand alone as the College of Public Safety & Justice Administration. Even apart from COEHS, LEJA would be one of the larger WIU colleges in terms of enrollment. LEJA is poorly understood by other departments within COEHS and devalued (at best) and treated with seeming hostility. It would seem better for all parties for LEJA to be allowed to form its own independent college. Public Health would be appropriate to separate with LEJA to allow greater synergies following a full curriculum review and update.
28. I would work to resolve the department vs. school divide. Having a couple large schools with large numbers of students and trying to maintain equitable funding with a few much smaller departments is holding us back. Schools should be compared with equity in mind and departments should do the same, but trying to treat a small department with the same model of support and finance that is applied to a much larger school and vice versa is nonsensical. If finance is driving these changes: I would seriously consider merging the smaller department into their own school or currently existing schools. There are creative ways to use program coordinators and assistant directors to meet program needs. I understand this is a sensitive topic and individuals' identities may be attached to a department name or department structure so this should be handled with care and concern rather than immediate compliance with a mandate.
29. LEJA should be allowed to become its own college. It should be given its own budget and resources so it can grow.
30. Have LEJA be its own college to help grow the student population and aid in recruitment and retention efforts.
31. LEJA and Military Science would break out into their own school(s).
32. The School of LEJA needs to be its own college.
33. I think the School of Ed is a fairly large unit, but I don't know what can be done there. It seems if reorganization is wanted Social Work is sort of the odd department out because they don't have an obvious fit with anyone else. If Health Sciences were to merge with Kinesiology, it would make sense to move the Sport Management MS to RPTH because it is not a medical model like everything else in Kinesiology, it is social science like RPTH. Also, RPTH currently has 4 faculty with Recreation, Sport and Tourism degrees and has not experienced the constant turnover the SM program has. Finally, it would be very easy for RPTH to offer an option in SM at the undergraduate level.

I would say that every department probably feels siloed. Nobody wants to give anything up because head count is paramount to prove we should stay. COEHS could combine units, but that savings would really be so minimal it would amount to nothing other than reshuffling the deck chairs on the Titanic.

34. With all of the state requirements, I don't see that Education can really merge successfully with another entity.
35. Counselor Ed- stays as is b/c it is focused on higher education.

Education- should stay as it is b/c it is focused on k-12.

LEJA- Stays as is or becomes its own program outside of COEHS

Merger of HS/SW, KIN, and RPTH

Military- stays as is

36. I would suggest merging or ending the smaller number student programs and create fewer, more streamlined programs.
37. This is going to be a controversial topic because each department has distinct curriculum directions that on the surface don't appear to mesh well with others. However, it would be helpful for us to consider or discuss what is happening in each of our fields. Ex: law enforcement is hiring social workers and utilizing greater social service approaches, which suggests an opportunity to merge social work with LEJA, but are they actually compatible from the viewpoint of major accreditation bodies?
38. Mergers have hurt programs' recruitment of students especially if a program is not equally highlighted on the department's webpage. Additional mergers could further decrease the visibility of each program's strengths.
39. LEJA should take over and completely revamp the health sciences program into a public health program.
40. The School of LEJA needs to be its own college. Health Sciences could easily merge with the School of LEJA as there is an overlap with public health, social work, emergency management and the fire-medical programs. If not, then the structure of the administration of COEHS needs to fairly represent all departments within the college as much as possible. That representation should be based upon those departments which have the largest number of students within their academic programs. The current "one size fits all" departments philosophy of COEHS does not work.

RPTH has approximately 40 students and needs to merge with another program, perhaps Kinesiology.

41. Public Safety under their own umbrella.
42. It should look like a fair workplace, with more transparency of decision making.
43. Split into 3 different schools.

School of education - same as is.

School of Health and Human Services - combine Counselor Ed & College Student Personnel with Health Sciences and Social Work, and Kinesiology.

School of Law Enforcement/Military/RPTH (unsure of what name would be...) but lump those three together as well.

44. Social Work has sufficient numbers to be its own department; allow them to move forward with the much-needed MSW program.

Review how majors were proposed and eliminate redundancies. Programs have built majors to retain their students (students not meeting GPAs for internships; students not wanting certain licenses) rather than allowing students to move into majors that are better designed to meet the career paths of the students.