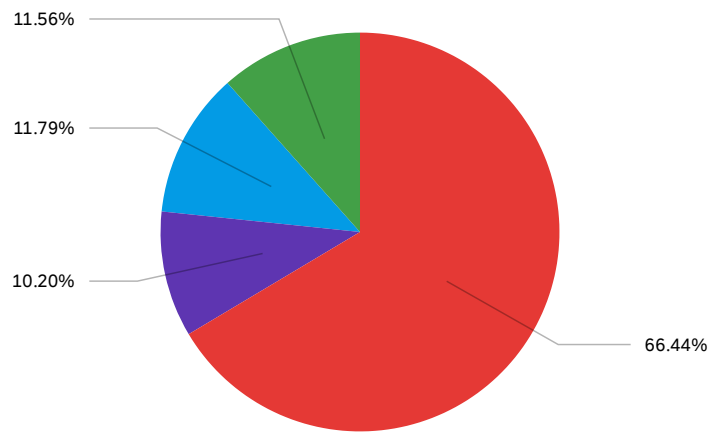


CPI Survey ALL Responses

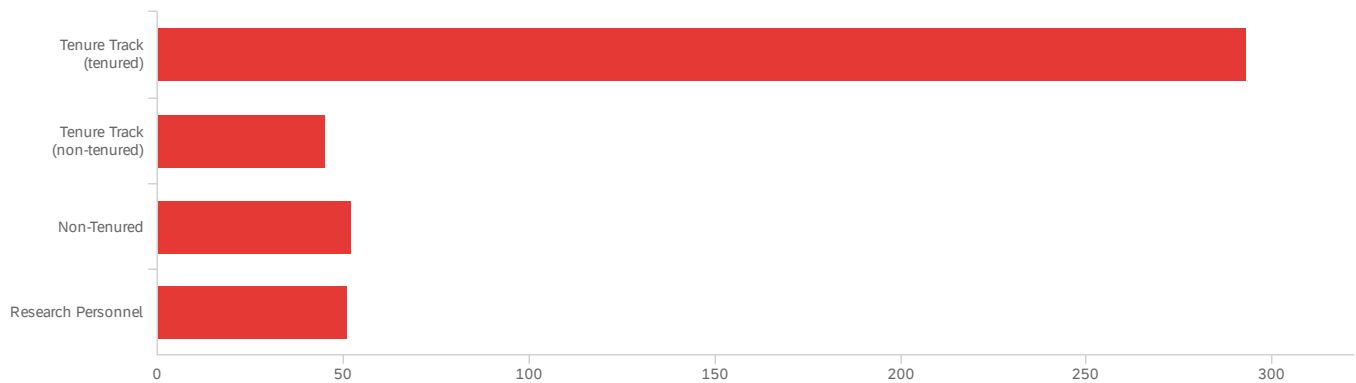
2021 CPI MGT Report Distribution Survey

Final Report ran - November 24, 2021 7:11 AM CST

Q1 - 1. Academic Rank or Job Title



Tenure Track (tenured) Tenure Track (non-tenured) Non-Tenured Research Personnel



Field

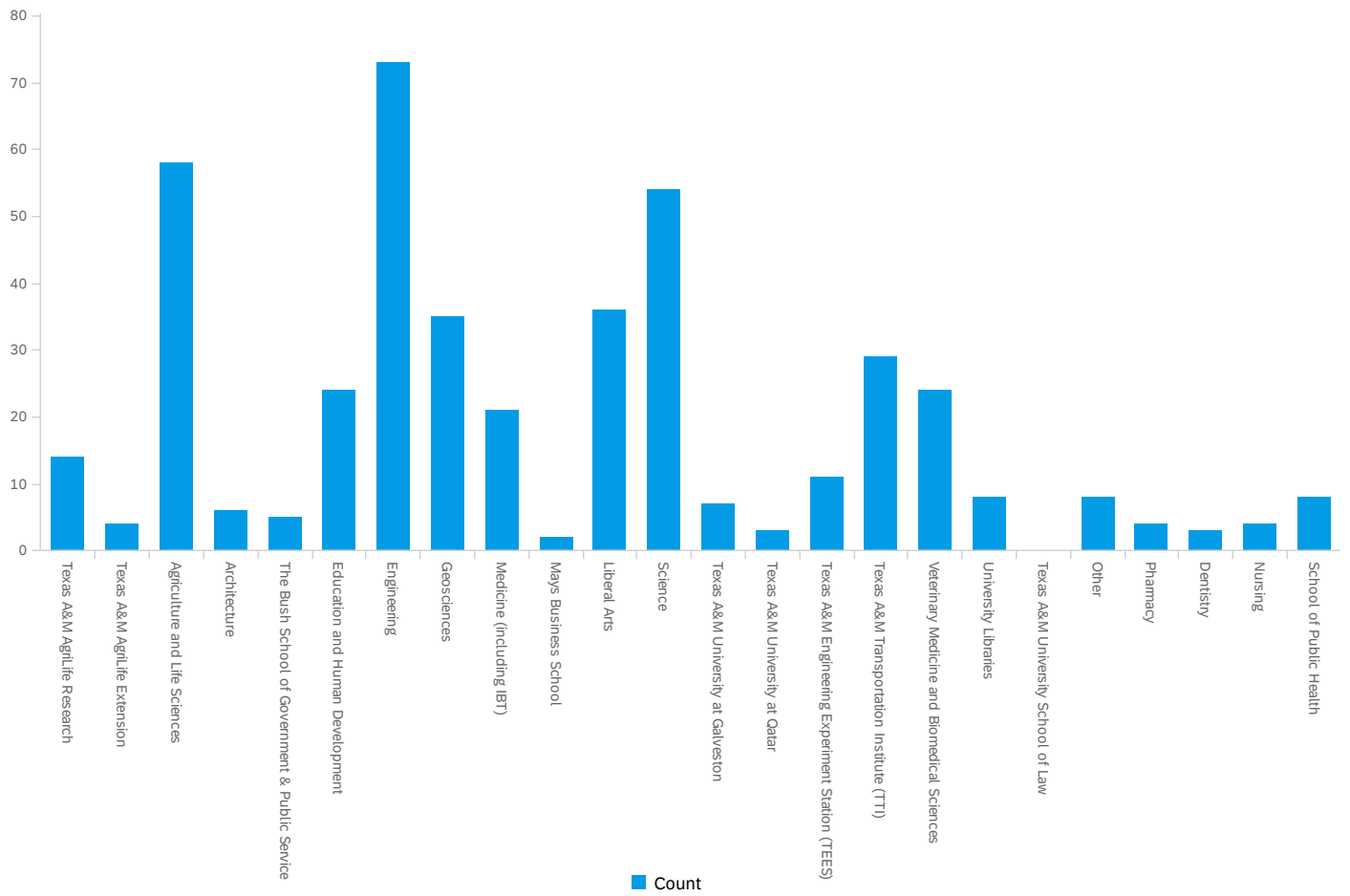
Choice Count

#	Field	Choice Count
1	Tenure Track (tenured)	66.44% 293
2	Tenure Track (non-tenured)	10.20% 45
3	Non-Tenured	11.79% 52
4	Research Personnel	11.56% 51

441

Showing rows 1 - 5 of 5

Q2 - 2. College/Unit Affiliation



#	Field	Choice Count
1	Texas A&M AgriLife Research	3.17% 14
2	Texas A&M AgriLife Extension	0.91% 4
3	Agriculture and Life Sciences	13.15% 58
4	Architecture	1.36% 6
5	The Bush School of Government & Public Service	1.13% 5
6	Education and Human Development	5.44% 24
7	Engineering	16.55% 73
8	Geosciences	7.94% 35
12	Medicine (including IBT)	4.76% 21
13	Mays Business School	0.45% 2
14	Liberal Arts	8.16% 36

#	Field	Choice Count
15	Science	12.24% 54
16	Texas A&M University at Galveston	1.59% 7
17	Texas A&M University at Qatar	0.68% 3
18	Texas A&M Engineering Experiment Station (TEES)	2.49% 11
19	Texas A&M Transportation Institute (TTI)	6.58% 29
20	Veterinary Medicine and Biomedical Sciences	5.44% 24
21	University Libraries	1.81% 8
22	Texas A&M University School of Law	0.00% 0
23	Other	1.81% 8
43	Pharmacy	0.91% 4
44	Dentistry	0.68% 3
45	Nursing	0.91% 4
47	School of Public Health	1.81% 8

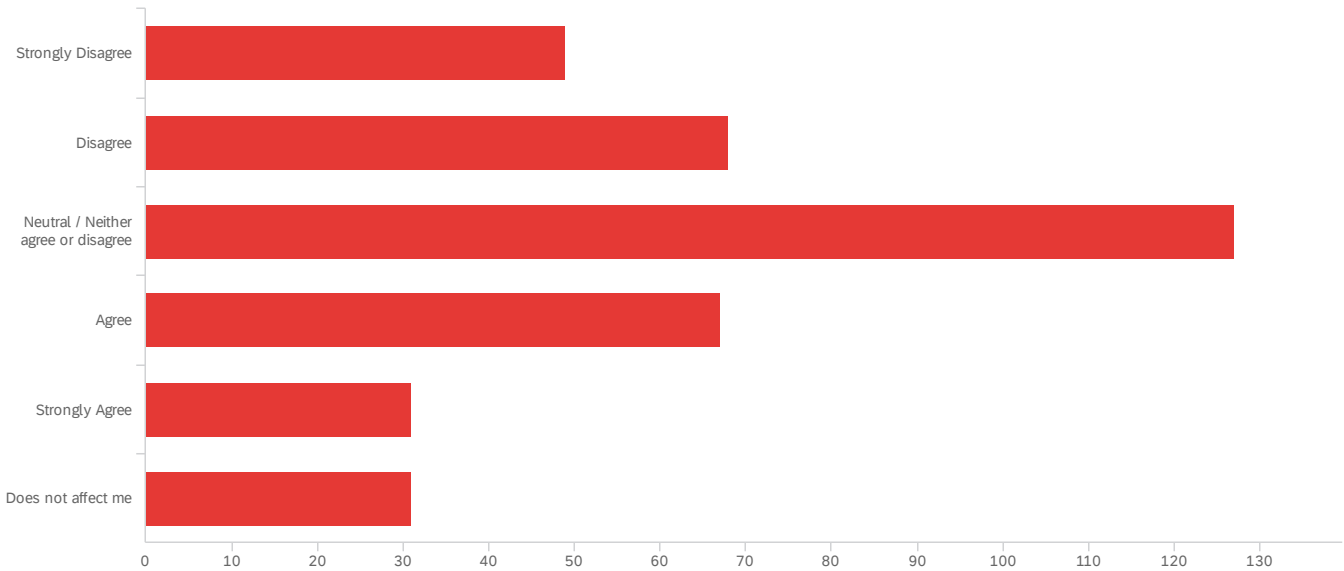
441

Showing rows 1 - 25 of 25

Q3. Section I. Provost Office

Q3.1 - Recommendation #1: Reorganize the Office of the Provost to allow greater focus

on student academic success. Do you concur with this recommendation?



#	Field	Choice Count
22	Strongly Disagree	13.14% 49
23	Disagree	18.23% 68
24	Neutral / Neither agree or disagree	34.05% 127
25	Agree	17.96% 67
26	Strongly Agree	8.31% 31
27	Does not affect me	8.31% 31

373

Showing rows 1 - 7 of 7

Q3.1A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

The Provost Office functions well right now. As a faculty, I have not experienced any issues. The Provost Office also serves other essential academic functions that include faculty matters, tenure and promotion, and other aspects. Removing these from the Provost Office eliminate yet another voice of the faculty and yet another forum for adjudication of faculty concerns.

Reorganization is a solution in the same way a hammer is a solution - it only works if every problem is a nail. All this does is decentralize power over academic affairs and force faculty to spend time chasing solutions among many different organizational areas - presumably so that we get tired and stop.

Being at off-campus location, increasing graduate student recruitment for diverse backgrounds will positively impact our programs y

While focusing on academic success is a central mission, of course, the Provost's office has multiple missions--to the research mission, to the teaching mission, and to service. Over-balancing in one direction or the other would not be wise.

Reorganization is probably the correct way to increase institutional effectiveness. Moving some administrative functions from the Provost to other administrative units makes sense. Caution should be taken to carefully evaluate the impact such moves would have on student and faculty success, especially related to hiring and tenure. Staff and administrative positions should decrease as these realignments are made...not increase.

The provost is the highest-ranking academic position at TAMU. Moving some of the academic administration to other offices will dilute the authority of the provost. This will affect student services and recruiting. Undergraduate and graduate research students are vital to my research program.

Not much effect on my research program, but the arguments made for justifying this are inconsistent with other arguments made in the document. The report does not make a compelling case about why reorganization has to be made, as opposed to better management within units for example.

It seems as if a large provost's office is common in academic and consistent with our peer institutions, though I would like to see data on this (not provided in report). I am wary of giving too much power the President, who does not always have to be a tenured academic. The provost, in contrast, does always rise through the academic ranks, and so it makes sense that the provost would be empowered with academic affairs.

Difficult to agree or disagree when "reorganization" could be positive or negative. More details are needed before this can be evaluated. Having Vice Presidents, regardless of area, report to President makes sense, however, pulling all faculty activities like those related to P&T from Provost office may not make sense.

Our students ARE successful- and our graduation rates improving. This is not a priority issue at this time.

Research, teaching, and learning are integral. Focus of the Provost should be on academic excellence, to include teaching, research, and service. We should of course be committed to the success of our students.

Need shared governance in terms of choosing the VP for Faculty Affairs (like we do for Provost) if they are handling P&T. Potential problems with moving faculty issues to VP: a) Lose faculty input and voting? b) No longer a direct line to president; not dealing with faculty issues, c) A VP does not represent the faculty, but represents the president, d) Needs to be a faculty member, e) How will this affect the tenure process. In terms of removal of Diversity from this office, potential problems: a) Lumping together diversity issues with focus on undergrads - should not be compartmentalized, b) Needs to remain a major priority, c) Important for faculty recruitment and retention In terms of moving TAMIN out of Provost office: Why not affiliated with GPS? Why different than other IDPs?

Unclear rationale for this change; seems to increase rather than decrease the portfolio of the Provost. Removing DOF and situating faculty concerns with VP raises questions about faculty support and academic freedom that could impact research.

Comment on how implementation of this recommendation might affect your rese...

Being newer faculty, I am not yet aware of all the nuances of the organizational structure at TAMU, however it seems that removing faculty affairs from the Provosts office could be disruptive since both the provost office and faculty are central to development, implementation, and assessment of academic programs and policies. Likewise, it is unclear why having academic services removed while academic affairs and student success stays would be advantageous.

The top academic position at the university needs to include attention to all faculty matters, including faculty research needs.

Provost oversight and support for faculty development, promotion, and tenure have all had a positive impact on research and consistency in assuring standards and roles at TAMU align with other well-regarded universities.

While this is nice sounding, will splitting the provost's office do anything more than weaken the chief academic officer and require faculty to deal with more offices in this balkanization?

What does this mean? What is the problem you are trying to fix? How would you reorganize? Which students are you going to focus on? This recommendation is too poorly articulated to be able to understand the goal.

There seems to a lot of movement and downsizing... I still have no sense of how these actions will increase student academic progress.

I do not expect substantial effect.

All Academics should be under an Academic Provost's Office. There should be someone and a university team -- members who wake up every day thinking about student success and who go to bed thinking about this. Also, we, in our College (CEHD) are fortunate to have a model for Student Success Initiatives. The Byrne Student Success Center -- it is endowed.

How are they defining student success? Cannot respond to this statement and not sure how reorganization will allow "greater focus" rather than redirect focus. As a PI, I am most influenced by graduate students and recruiting quality graduate students ready for research.

The provost is the highest-ranking academic officer. Remove only those responsibilities that do not directly pertain to academics. Tenure and promotion is an academic activity that must be retained by the provost's office.

The provost should have a wholistic view of academic excellence that includes research excellence as well as student success and faculty affairs. While some aspects of each of these areas are distinct from the others, in the end a research university is a highly integrated ecosystem in which these issues very much overlap and interact. Asking the provost--typically viewed as the chief academic officer of the university--to segregate these issues is inappropriate.

It does not. My comment is it seems to me all rearrangements proposed just make the organization further segmented, where each person will have a very focused role instead of being able to deal with a big picture problem/situation, and I wonder if this is indeed the best way of running any office. I don't see anywhere on the report any metrics showing the advantage of such changes.

There are many recommendations embedded in this single "#1" recommendations. Overall, the stated intent is noble (retain and graduate students). But embedded in the document is the recommendation to eliminate the position of the Dean of Faculties. In terms of faculty governance, this is an imprudent move, and it does not serve the goal of student success. It does, however, undermine faculty governance, and provides the Provost office with too much distance (if not power) from faculty activity, needs, input, and governance, generally. In fact, I would argue the Dean of Faculties office merits more support to serve faculty in this AAU institution, and by doing so, that could have a beneficial effect on student success. Notice my comments do not address my "research program" per se, but I know that faculty support in general through the Dean of Faculties office will directly benefit faculty life and well-being, facilitating faculty success and academic freedoms.

The current Office of the Provost is functioning well though large, and there is no need to change a good thing.

The provost's office should deal with faculty as well as instruction, as they go hand-in-hand. The provost should be an academic, not a career administrator.

Comment on how implementation of this recommendation might affect your rese...

I do agree that the scope of the Provost office is broad. Resources for academics seem to be a low priority these days. I feel that academics is a cornerstone of TAMU. The lack of investment and maintenance of academics will eventually hurt the TAMU brand/reputation. However, I am not familiar enough with the provost organizational chart to comment. I also do not know how this affects my research program except that I find messages from administration regarding academics (e.g., COVID procedures, assessment, etc) confusing and overly complicated. This takes time from my research program. To be an effective and responsible teacher, while also pursuing an active research program, I need support to make it easier for me, not make it more difficult and confusing.

The Provost should be a leader in faculty affairs and a guiding force on the research mission of the university. We really benefit from an independent voice on this, and it is unclear whether or how much this will be the case in the proposed new structure.

This change will alter the diminish the function of the Provost office. While currently, the Provost has perhaps a too large portfolio, he/she should get adequate resources, have the power to hire (and fire in-) effective Deans and staff, so that he/she can fulfill the mission that is generally given to provosts.

We should return to the strong Provost model we had during President Gates' tenure where the VPR and Graduate Studies were combined and reported to the Provost.

No effect on my research program

None

I think there is a lack of transparency on how this will impact tenure, promotion, and post-tenure review. It is critical that we do not allow this to be used as a way to further limit faculty's role in this process and shared governance generally.

I don't know enough of the details to comment.

Elimination of Dean of Faculties as independent support for faculty is worrisome. Removing the VP for Diversity from a cabinet-rank position signals TAMU is abandoning its commitment to DEI. This will make it harder to recruit diverse faculty and team members for research projects.

I am concerned that the Provost's office has been marginalized and separated from the full academic mission of the university.

I have no idea

this is clear power grab by a president who wants to concentrate her powers and prevent successors from doing the types of things she did in her previous post

Is this a typical definition of Provost? How do our peer institutions define it? My sense is Provosts usually assume much more of the management responsibilities at universities.

Disconnecting student academic success and the research mission of the university completely misses the point of a Research University.

This is certain to affect research but it is impossible to map out all the scenarios with specifics.

Concerned that this change gives the President too much power and decreases shared governance.

The current way the university is organized allows for the president's office to manage business and external-facing affairs while the provost manages internal affairs, including that of students and faculty. I am concerned about the recommended changes to the provost's office, specifically that they will strip the office of its capacity and authority.

There are so many realignments in this recommendation that it is difficult to distinguish how any one move might affect research. I was particularly concerned about Data and Research Services moving to Finance. There seems to be a misalignment of the two goals of those two disparate units.

Comment on how implementation of this recommendation might affect your rese...

The efficacy will depend on implementation of the recommendation; the general concern is that moving faculty affairs and research out of the Office of the Provost and eliminating the DoF position will centralize power with the President in a way that is potentially detrimental to faculty independence and research excellence.

diminishes the role of the Provost who spends more time engaged with the details of the research community

Several elements of the recommendation are fine (why is OAL under the provost and not IT?). My main concern is that a concerted focus on "student academic success" will bring about even more useless paperwork to evaluate graduate students. This already has happened and the proposed change could make it worse. But if the Provost's Office can help transform the University into a place more welcoming to underrepresented minorities and a broadly more diverse student body (e.g., more students from outside TX), I'm all for it.

Too much focus on student success diminishes the research mission of the university. We need to have a structure like our peer institutions.

To me this sounds like an attempt to weaken the office of the provost. "reorganization" usually means we are not going to something we are doing now, in order to do this new thing. What is really behind this move?

It likely does not affect my research program. In my experience as a faculty member it is clear there are too many administrators above me, I do not know which ones should be cut, however.

Depends on how they structure the whole thing. Centralizing functions is usually not the best strategy in a large organization. More local control is needed to serve students better.

Student success is crucial to our mission, but reorganization is not necessary to accomplishing this goal as we already have conspicuous success in student retention and graduation.

It seems that the element of advocacy for faculty is missing from this recommendation.

This will upend P&T consultations and processing for faculty teaching the six programs for which we offer degrees.

Faculty development and hiring/firing decisions being moved out of the office of the chief academic officer's purview raises concerns (far reaching potential effects on research program)

Predict no effect

no affect

The concentration of power with the President's office may create similar problems of bloat and overreach elsewhere in the organization. Removal of the Dean of Faculties will remove a relatively accessible source of information and support.

1. Focusing only on student success in the Provost's office is without precedent at a university – the head academic at an institution should be concerned about students AND faculty. A more successful approach would include reorganizing or reprioritizing but not separating, since they are inextricably linked. In addition, a lack of definition of student success and the notion that student success should look exactly the same in every department and program will lead to graduates who are unable to compete in the job market. 2. Eliminating the Dean of Faculties position sends the message that faculty voices do not matter and that faculty are not important parts of the university. This message will also be heard by our peer institutions in the competition for faculty talent. 3. Moving research communications to the generic marketing and communications department will eliminate any possibility of nuanced communications coming from the university. Close collaborations between experts in research communications and researchers are essential, and centralizing all marketing will take that possibility away.

There has been a dramatic breakdown in communication since September -- from the U to faculty and in the ability of faculty to communicate w/ the U (or to know who to approach). I think this is because of this shift.

I believe that the Office of the Provost needs to be more focused on faculty APT issues and have the office of Academic Affairs focus on academic success.

Comment on how implementation of this recommendation might affect your rese...

Were reorganization efforts successful by short term metrics to improve quality of undergraduate recruiting and supporting undergraduate involvement in research, I would expect my research program to improve by having visibility to more students interested in research/scientific discovery, and thus might be able to recruit quality/talent from amongst TAMU's undergraduate population.

A balanced approach including both teaching and research would have been perhaps more appropriate for the success of our science/engineering departments

At present, I do not think the Provost has a good sense of the research enterprise at AM. I think it'd be great to remove research from the Provost's office.

The Provost needs to focus on all things academic, especially as regards the faculty.

While I understand the want to restructure this office, I'm unclear who will be responsible for providing support to faculty for T&P with elimination of the Dean of Faculties. Support and professional development of junior faculty is extremely important and the only support I have previously seen as a junior faculty came through the Dean of Faculties.

I do not know how the office of the provost can meaningfully affect student success. They are too far away from student activities to be able to do much. Rather if they actually support faculty/staff who are dealing with students, instead of being the "faculty police" that itself would be of enormous help

I'm not entirely sure how such a reorganization will help students or affect my research.

By de-emphasizing faculty oriented processes the proposed restructuring of the provost's office is severely limiting for supporting an independent voice for faculty concerns including research.

The Provost should manage the academic side, which includes faculty affairs and student academics. The collapse of the DoF into the Provost office would be acceptable.

This is too often Administrator-ese for dropping standards, rewarding instructors who hand out As and penalizing those who treat their students as adults with 'agency' over their performance

It won't affect my research, but it represents a dramatic decrease in power of the office of the provost.

Moving the Vice President for Research away from the chief academic officer of the University (the Provost) separates research from the core academic mission of the university. As a flagship research university, research should be central to our academic mission. The Provost cannot "focus exclusively on the academic mission of achieving excellence" without research being at the center of that mission.

The Provost is critical to communicating university programs and communicating the value and purpose of initiatives to faculty, staff, students, and leadership. There is no way the President can take on all of these additional duties and still maintain effective communication or shared governance.

Faculty affairs and promotion and tenure should also be run out of the Provost office. The Provost is the chief academic officer of the university and thus should be the one in charge of faculty. Concern regarding having a VP for faculty affairs take that role includes the absence of tenure and the ability for the president to simply appoint/fire that person if she does not like their input. There MUST be a tenured person that is a firewall between the faculty and the president- who knows university rules and is willing to go to the mat to abide by them.

Provost is central to faculty affairs, including promotion and tenure procedures and standards, and recruiting and retention of faculty. Attention to the recruitment and retention of a diverse faculty is also a critical function of the Provost. Faculty research is a central consideration in promotion and tenure decisions, and though my own research would not be directly affected, the research activity of the community would lose a critical guide post.

The provost office should be focusing on student academic success. None relevant services should better be taken away from the office.

I agree with some of the changes (related to student success), but I do not agree with the idea of moving P&T to another position (VP of Faculty Affairs). The provost should retain power over faculty affairs and promotion and tenure.

Comment on how implementation of this recommendation might affect your rese...

While some changes such as returning to a model where the VPR reports to the President, many of the other changes are unwarranted and not in keeping with peer institutions. It isn't clear whether the Provost will continue to evaluate and make decisions on tenure and promotion. If not, this would be a radical departure from peer institutions. In the new model the Provost would only be in charge of undergraduate and graduate education, but not faculty affairs.

It may help bring in more undergraduate researchers into my lab

The Provost Office deals with academic affairs of the entire university. Here, the roles of faculty and students are irremediably intertwined. There is no way an Office of the Provost can work properly if it ignores one of the two major stakeholders of a University. Moreover, the disappearance of the Dean of Faculty office and the creation of an office of a Vice President for Faculty Affairs can weaken the tenure and promotion process in a dangerous manner. Until now, all T&P cases received an independent vote by the Provost in addition to that of the President. Moving faculty matters under the president effectively would give her/him much more power than what a President used to have. This is perhaps one of the most concerning recommendations.

Can improve the graduate student experience if graduate studies is under Provost purview. Could improve the graduate applicant pool.

I realize that saying one disagrees with a focus on student success sounds terrible (what monster is against student success?), but such a focus then turns into measuring "student success," which is problematic. Short-term quantifiable measures such as job placement rates and graduation rates all narrow the focus of the university's mission. We are not here for job prep alone. Students should be encouraged to change majors if needed and learn about themselves. Students have the right to pursue what they want after they leave. We cannot be held responsible for the economy and shifting job markets. We are here to grow people and grow knowledge, not fill corporate America with skilled labor (that's a nice side effect of a good education, but not our central purpose). The fruits of our labor may manifest themselves in a lifetime of changed thinking. That can't be measured. Second, the public likes to view universities for their teaching role, and fails to recognize the basic and applied research that benefits society in very unique and important ways. Reorganizing the Provost's office in such a way devalues research, which is a large portion of faculty workload here.

Since faculty research involves graduate students, there may be some unintended consequences in separating faculty affairs from the Provost Office.

There needs to be close association between student academics and research programs and Faculty involved in research and teaching, a provost is the chief academic officer and academics in a tier 1 research university is more than educating undergraduates in a class room. separating faculty affairs from provost blinds this office from the affairs and issue that affect the people that educate the students.

Very little impact - perhaps more streamlined process for research if not run through Provost's office.

The report did not show the data for which this conclusion was based, therefore I do not trust its veracity.

I believe the Provost should have a sound understanding of the research programs of faculty. The Provost's perspective should be broader than it is conceived in the report.

Unknown administrator (not VPR) who will deal with faculty issues

Concerns about the removal of promotion and tenure from provost.

This does not appear to affect much.

I agree the provost's office had become too bloated.

This is taking the university into an increasingly narrow path. Inevitably (given the resource sum is approximately the same) this will mean less emphasis on: Student excellence will suffer at the hands of improved mediocracy. Research (including student) will suffer

Does not affect.

But this could affect students' participation in research in unpredictable ways. It depends on how one views the role of research experience in academic success.

Comment on how implementation of this recommendation might affect your rese...

It will not affect my research program.

Nothing wrong with this. But it does not address the real issues of quality. There is too much emphasis on success as measured by graduation rate and not enough on standard of education.

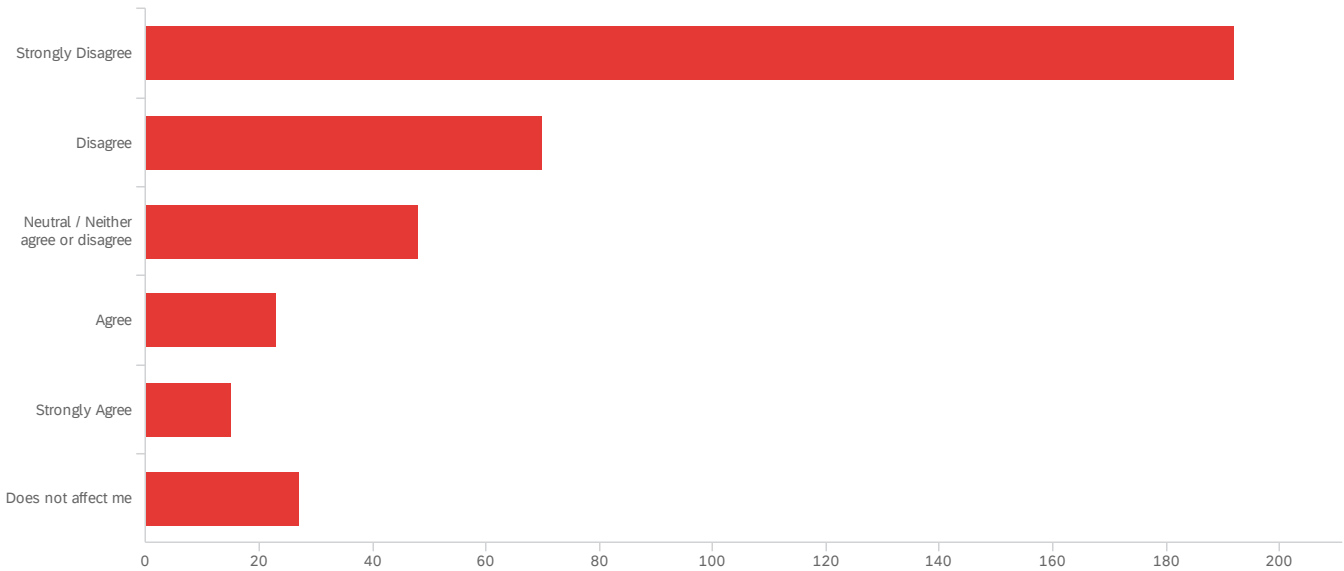
If anyone wants to see how all the changes will work out, one need only review the COALS one year out.

Having the vast majority of the power in the upper administration concentrated to one individual can lead to an ever changing climate that can make ongoing research programs difficult.

We should not give the Provost less power. We need a strong Provost. We should not give more power to the President.

Q3.2 - Recommendation #2: Centralize undergraduate academic advising. Do you

concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #2: Centralize undergraduate academic advising. Do you concur with this recommendation?	22.00	27.00	23.15	1.54	2.38	375

#	Field	Choice Count
22	Strongly Disagree	51.20% 192
23	Disagree	18.67% 70
24	Neutral / Neither agree or disagree	12.80% 48
25	Agree	6.13% 23
26	Strongly Agree	4.00% 15
27	Does not affect me	7.20% 27

375

Showing rows 1 - 7 of 7

Q3.2A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

The vast majority of research programs have active student participants; therefore, the abilities to successfully acquire research funding and conduct high-quality research programs are intimately coupled to the quality of students the university attracts and their academic success at the university. It is inconceivable that a centralized advising program can have either the sufficient awareness and knowledge of the specifics of individual academic programs, or the motivation and personal connection to students to adequately advise them.

This will de-personalize the entire process. ISS was extremely dysfunctional under Director Bill Taylor because it was a single, faceless, office that did not respect the individual student needs and was non-responsive when contacted by students. In deed, sometimes weeks would pass without a response. The fear is that centralized advising becomes a one-size fits all. For many of our students, especially those for whom they are the first to attend college, they need extra attention that is best given at the department level, where they can develop a relationship with the advisor. This enables the advisor to customize the advising to meet individual student needs.

This will lead to poorly advised undergrad students, which will lead to a reduced transition to graduate studies.

We normally don't engage in undergraduate education except if we have the possibility to teach.

Centralized advising at the university level will drastically impact our student body. Students rely on their advisors for help with course selection, in addition to a support system while they are away from college. If they are put into a situation where they are talking to a different person each time they visit an advisor, they will feel like a number and situations could arise where students are taking longer to get there degree because they no longer have an academic advisor.

Undergraduate advisors have developed specific knowledge areas in the colleges (and in Liberal Arts in departments before earlier centralization). Centralizing this process will diminish this sort of retail work, which is central to supporting our students.

Centralization of student advising seems like a smart move, but only if the student advisors have the bandwidth to understand the tremendous variety of offerings across all the different Colleges. What works for one College may not work for all Colleges. Undergraduate research program opportunities could easily be missed by advisors with little knowledge of the various research enterprises.

While some advising can and should be done centrally (solving problems such as interaction with Howdy, lab disclaimers), advising for advanced courses should be done by people who know the material taught in those courses and can aid the student in making the right choice. Advisors also alert people to undergraduate research opportunities and can increase the diversity of students pursuing undergraduate research.

It is not possible for a general advisor to give career advice to the diversity of students at A&M. How would a general practitioner be able to advise a Civil Engineering student on whether they should do undergraduate research or not? Advising must be at the departmental level. If it is not, departments will have to duplicate this centralized service in order to provide students the service they deserve.

This is a very bad idea. Undergraduates need to have specialized academic advising by those who know their curriculum and associated departments, and this will get watered down if it is separated from their disciplines. Perhaps in addition to discipline-based undergraduate advising have broader academic advising capability available, which could be useful if associated with something like career services.

Like most of the recommendations of the MGT report, there is little specificity on how this recommendation will be carried out, and no evaluation of consequences. I can only be sure that this will cause my service load to increase and thus take even more time away from research. It is not my responsibility to attempt to forecast how this might affect my research. It was MGT's responsibility to have evaluated how these recommendations would affect the research missions (and teaching and service also) of the units before coming to their conclusions.

Yes as long as the academic advising staff remain in the departments. The Funds used to employ these staff in departments who have broad roles outside of advising should also be maintained such that new employees can fill their diverse roles in departments and can still administer many of their other departmental academic functions.

Comment on how implementation of this recommendation might affect your rese...

The only reason I think this would be useful is that there is a large pay differential across departmental units, causing high advisor turnover in poorer departments as these trained individuals seek higher pay in richer departments. Centralizing advisor pay would help stabilize advisors in departmental units. However, it is absolutely critical that advisors stay specialized in individual departmental units. This is necessary for knowledge of curriculum and careers being advised, but it is also critical for establishing long-term relationships with students and families. Good advising is the lifeblood of a strong academic program, especially at such a large university. This is not the place to centralize; it will hurt student morale. To summarize, it would be OK to centralize the pay and training of all advisors across campus, but the advisors must physically and academically remain with their academic units.

This would be detrimental to students and departments. Advisors frequently develop a relationship with the students and they know the faculty, so they can help point students to faculty with similar interest. This is very beneficial for undergraduate research scholars and capstone course projects.

Student advising is highly contextualized by discipline. Connections between faculty and advisors with respect to degree requirements and individual needs of students are essential.

Students need to interact more with professors. This is when topics of research, potential for pursuing graduate education are discussed. Centralized advising is an impersonal approach further alienating students from their departments and offerings.

It won't have much impact on my research program but it will impact the quality of the academic experience for our students.

This is a monumentally bad idea. A student who is not well advised in the nuances in their area will not be an effective REU or grad student. This is going to be disasterous for my research program.

Centralization may be more efficient but not effective. This can slow down many aspects of research and teaching. Need to look at evidence from past centralization in some units - slowed down processes, lost effectiveness, no clear evidence of cost savings. In terms of advising, strongly disagree with centralization. We need expertise within areas, and we should focus on all students not just those changing major. These changes will turn away students. We lose local knowledge and expertise; students sometimes join PSYC because of advisors. Can add central advising to help deal with changing majors, but current advisors need to stay with units.

Removing advisors from colleges/departments will necessarily hinder retention and recruitment, creating an even more shallow pool of students to participate in research and creative work in my program and/or to pursue graduate study at A&M. Students will lose the ability to work with advisors who have deep knowledge not just of a particular degree plan, but of how well a particular student's abilities and interests would be served within a particular department. And it SHOULD be a little bit of work to change majors, as such a change can negatively impact time to degree, GPA, etc. It is also the case that advisors who are not familiar with career paths outside of STEM may inadvertently spread misinformation about the prospects of liberal arts graduates.

This is probably the worst thing that could happen to the students in our department. They are currently receiving excellent guidance on their degrees from advisors who are intimately familiar with the details of our program and one advisor who has extensive professional background in the discipline. The advising staff are housed in our building and are accessible to our students all day. Department administration works closely with our advising office to manage our undergraduate program. By removing the staff from the department for advising, we would still need to hire support staff that could help with administrative aspects and community building activities for our students that are currently provided by our advising office. The office also supports ABET accreditation activities and helps to manage programs for students. I could go on and on about the danger this would pose to our program. I hope my concerns are clear. I am vehemently against this proposal.

I am most concerned that centralization may lead to reduced access of students to advisors with discipline specific expertise. I see some benefit it have a centralized point of contact for students to reduce confusion - but see more value in making the central advising a contact that then connects students with discipline specific advisors to facilitate exploration of evolving student academic and career goals.

The best advising is deeply knowledgeable about possible career paths, differences among departmental programs and courses, particular strengths of specific courses for specific purposes, how best to sequence courses, and on as they apply to the specific discipline involved. All of this extremely important "local knowledge" would be lost with centralized advising. This would lower the quality of advising . . . making it harder for students to find their way to programs and professors with whom they would like to work as research assistants.

I use my closeness to students (either now as an advisor or prior to that through my faculty colleagues who were advisors) to recruit students to work with my research team. I cannot see how staff in an office far, far away without expertise in my subject can replicate this. It will also hurt the students.

Comment on how implementation of this recommendation might affect your rese...

This has not worked out well in COALS Advisors do not get a chance to really understand either the academic programs or the students they are advising. Where is the personal touch? This is bad for departments, students and the advisors who are now disenfranchised from the departments and the department culture they used to represent Advisors used to do more than simply comment on course work--where is the variety in their jobs? Who picks up the orphan duties?

This is a terrible idea for many reasons... the first and foremost being that many programs are specialized and need advisors who understanding the requirements of a specific program. I do not understand how reorganizing the Provost's office and centralizing students advising would increase student academic success. On the contrary, if my memory serves, when this was done in the past, the decentralization of advising occurred as a result of the ineffectiveness of centralized advising.

This could affect the TLAC K-6 Ed major, which I have been working to revise.

I only strongly agree if the centralization is in the college units. We are likely the model in centralized academic advising in the CEHD. We have had this model for at least 9 to 10 years. There are growing/change pains-- but it works well for us. We are happy to share out of our Academic Affairs unit.

Students need specialized advising specific to their major. Academic advisors help connect students to research advisors.

Centralizing undergraduate academic advising has to me the huge downside of increasing the likelihood that students will be advised by advisers not understanding their specific need with their program. I have had non-Biology major taking my sophomore-level Biology course based on discussion they had with their advisors in their program, while they should not have and/or were wrongly advised. Many of these students complained at how their advisers had a limited understanding of the life science programs on campus, and I can only see that getting worth if that recommendation is followed.

It is not possible for a general advisor to give career-affecting advice to all students at A&M. Even within a single department, we have undergraduate advisors who specialize in specific focus areas of the degree.

This will not affect research so directly, but I think it would be a disaster.

It feels to me the academic needs of each department are widely varied and a centralized advising may not be able to cover the nuances of a liberal arts x stats x bio x vet (etc etc) needs.

It is difficult to understand how this benefits students in any field, at any level of the college experience. "Local" advising is essential for progressing through a major, preparing for the field of endeavor, and benefiting from local expertise. This is an ill-advised recommendation, and it is difficult to take it seriously. Again, faculty research activities are indirectly affected as they often work with advanced undergraduates on research teams. Centralized advising might undermine this activity and diminish its value.

It is not clear whether this will improve student experience or not. It might help students with common issues, but may hurt students by providing only generic advices instead of advices specific to an area.

This would have more of a detrimental effect on the student success initiative than the splitting of the provost's duties. Changing majors is a big decision. We need advisors that are invested in individual departments so that the students can have real professional advice from a practitioner, rather than a counselor. If anything, academic advising should be taken out of the hands of those who have not taught in the subject. How else will students come to undergraduate research opportunities? Centralized councilors will not be able to advise students of these opportunities.

Undergraduate advising is absolutely crucial to the students' future and must be done by a professional in the specific field of study, who is well versed in the content and interrelation of the courses offered. This cannot be done centralized.

The type of advising needed will vary by major, makes no sense to consolidate.

Comment on how implementation of this recommendation might affect your rese...

Based on my interaction of the undergraduates, advising suffers when advisors are not in tune with discipline-specific recommendations. Even good centralized advisors are likely to provide bad advice, particularly in broad multi-disciplinary fields. They focus on helping the student earn the degree rather than preparing them for a career because they are not in or associated with any particular career. Students in many of the applied sciences and broader disciplines need direction on coursework. I'm finding that more and more our students do not have the course background to work in my lab. I'm having to teach fundamental concepts they should be getting in their major if they are interested in working in research. I have 4 jr/sr level undergraduates currently complaining that they would have taken different foundation math/science courses (which are optional in their degree plan) had they known these are critical for graduate school/research. This was not translated well to them in advising even WITHIN the department/college. How could this possibly get better in a University-wide centralized system? I have served as a faculty advisor and seen transition to centralization at the college level at another institution. While it does relieve faculty of this duty, there were numerous instances of students being advised to take courses that they were really unprepared for and out of their scope because the advisor didn't really know the differences between an engineering-focused course vs science-focused course as an elective. Only very experienced and dedicated advisors can do this. Centralization will likely not make this process better. There needs to be a good link between discipline-specific faculty, advisors, and students. Ideas: Yearly meetings between advisors and representative faculty to review advising strategies and answer questions. Faculty-led group advising of so/jr students as they identify career paths. Pool of faculty mentors that are familiar with curriculum that students (or advisors) can seek for additional advising as needed (i.e., optional resources clearly identified when students have questions advisors cannot address). I do this with students that know me, but some may not know they can do this. Providing a list of faculty knowledgeable to about discipline and degree plan might be a good backup.

This will certainly take time away from my research and cause significant faculty equity issues. If the advising office in our department is eliminated, then faculty are going to have to spend more time "shadow advising" students who will likely get inappropriate advice on their engineering classes from advisors who have no idea how our curriculum works. As a female faculty member, I am highly likely to get more of these ad-hoc advisees than the male faculty, who aren't perceived as "nurturing". I will also get no credit for doing this, because it's not "supposed to be" my job. But I will also be punished on my teaching evaluations by students who will very much consider it my job.

It could work if advisors are still placed in units with particular area specialties, but having all advisors be generalist advisors (or implementing some gravity in that direction) will result in more formulaic advising and disenfranchised students.

Centralized advising risks being more "industrial"-style, less personal.

Just do not see how this can work for our university. There are too many undergraduate majors for a centralized advising unit to handle. Consider centralizing at the college level.

Providing broad guidelines for operation of college and departmental advising could be helpful, but reporting lines to a centralized advising center would not be helpful.

COALS transition has been a total disaster. Undergraduate advising is the first step into a department's culture and deep understanding of a major and its professors. How can an advisor that does not even know the faculty or the details of a degree adequately advise a student on a major? You are ripping the heart and sole out of the departments and removing the "personal touch" that most students need. Please don't do it!!!

Centralize to the college yes, centralize to the university no. There is expertise in our disciplines that advisors develop that a centralized advising process will fail. Advising a pre-med student and a History major are very different processes both for the major and the general education requirements.

This recommendation is on a collision course with disaster. The student experience in different majors, much less different colleges, is not universal. So attempting to make it universal though advising is an obvious mistake. Put another way, advising is not finance and business, so trying to centralize it like finance and business is wrong.

Need advisors linked to Colleges and degrees with knowledge of those areas.

The College of Geoscience is a popular home for so many students because of our relatively small size. Our advising is particularly praised. When I have spoken to my undergraduate students about the MGT report, this is one of their biggest concerns. The loss of the individualized and personal advising they receive here is a selling point. Students were seriously considering leaving TAMU if this happened, because of the important of advising. A nice suggestion I heard is to have centralized advising for the first year a student is at TAMU, but then once they settle into their major, they work with advisors specific to that Department, College, or unit.

I am not sure, is it general enough to be centralized?

Comment on how implementation of this recommendation might affect your rese...

Requirements for each department vary widely and a centralized academic advising office is similar to outsourcing, which always reduces the quality of service.

I think it would be easier to recruit students that entered the university from a different major (have them change majors) and make it easier for advisors with different expertise to collaborate on student success. This could give me more access to student researchers.

Advising for both undergraduates and graduates is very discipline specific in my experience. In our department we have numerous courses that include field trips, for example. Understanding the nature of the field course and knowing the instructors personally allows the advisor to address any issues the students or their parents may have about the course. A centralized unit would lose this local knowledge and likely result in incomplete or misguided advice.

This can be more detrimental than useful to students. The argument that this is needed because some students change major is frankly ridiculous. First off, what's the proportion of students who change major? Second, the process of changing major can be streamlined without centralizing academic advising. The recommendation sounds a whole lot like a way to make significant cuts on staff rather than solving issues.

One size does not fit all. The students will suffer.

A centralized system will no know or understand the specific needs of students in a particular discipline

I think there are some deep problems with advising and the system by which students come into the school and matriculate into majors. I don't think how the College of Engineering does it is right, using a straight GPA cut-off, but I don't think how the rest handle it is much better. In my view, we should use a liberal arts model where students aren't declared in any major until they have taken a prerequisite number of courses in their major with passing grades.

As a research university, engaging undergraduate students in research is one of our key activities. Our undergraduate academic advisor is key to guiding students to appropriate coursework, research programs, and faculty that fit their interests and stage of education. Having an undergraduate academic advisor embedded in the department who understands the discipline, and knows the individual faculty is the key to successful engagement of undergraduate students in research. Students will be lost without academic advisors who know their discipline - and who know them! This will sadly affect student success, will which affect every endeavor in the university.

Recommendation #2: "Centralize undergraduate academic advising" should absolutely NOT be instituted. Holding academic advising positions within colleges and departments allows the academic advisors to know the details of individual majors and provides individualized advising so that students feel attached to a college/department that cares about their success. Advising that is individualized for majors is critical for maintaining student success and centralizing advising could lengthen time to degree and lower student retention. The steps to change a major can be reduced and a uniform pay structure for academic advisors could be implemented across the university withOUT centralizing academic advising. This will make it harder to recruit top undergraduate researchers to participate in my research program.

Will make it harder for students to get to know potential supervisors for undergraduate research

This is independent of research. But I have talked to many in many departments and have yet to find one who thinks it is a good idea. In a relaxed meeting with the Chancellor, he spoke nostalgically about his advisor/mentor in Political Science, not someone from a "pick a number and wait in line" centralized counseling unit.

It depends how this is done, if we can keep departmental-specific advisors it might be OK.

Undergraduate students need dedicated advisors that are familiar with the individual programs. If advising is centralized, I foresee more students asking professors within their departments for guidance, pulling our already limited time away from research ventures

I believe that many degree programs across the university should be streamlined to facilitate for major/minor changes. Centralization, however, does not seem to be the answer. It is likely to create a huge bureaucracy that becomes more of a hurdle than a pathway for students.

They exactly did the same thing in Engineering. And it hasn't worked. We have less number of TAs, the faculty are overworked and the cost of education has significantly increased for students. Why is decentralization bad? One of the things the dean (current president Dr. Banks) promised us before reorganization was that quality will never be compromised in place of increase in size. Really, how is that working? It seems like she has already decided what to do to the University and all these reports are a gimmick.

Comment on how implementation of this recommendation might affect your rese...

our local advisors know me and they are informed about my research activity and help me recruit well-matched students to serve as student research assistants. this will not happen in a centralized advising scenario. (the only way it could is if the centralized scenario reproduces the local expertise and that would not achieve any cost savings)

In theory, there may be a few clerical aspects of academic advising that could be centralized. If so, why stop at centralization? Just replace these aspects by an app, and the need for a centralized academic advising operation will evaporate. In practice, academic advising is significantly more complex: it involves curriculum advising, career advising, handling of transfers, course equivalences, etc. etc. These cannot be handled centrally, which means that we would be duplicating the advising efforts. Some aspects of advising that are impossible to provide in a centralized fashion (most prominently career advising!) are critical for accreditation. ABET, for example, has strict requirements for career advising. Spinning a story about how this is achieved by some university office will be difficult.

This is a bad idea on so many levels. Impact on research program: currently departmental advisors can direct undergraduates interested in research to faculty who match the student's interests. This benefits the research enterprise (several UG researchers have stayed on as grad students in my lab).

Doctoral and post-doctoral affiliates need to do research and to know their disciplines. A focus on advising without content is building an engine without a load.

I disagree, up to a point. Some centralization is necessary. But where do the central advisors learn what to advise? Does this mean that an advisor in engineering is going to be advising someone who is leaning toward English? At least now the advisors are experts in their fields.

Focused undergraduate students interested in research may not find complete and accurate guidance, which may limit undergraduate research opportunities

It likely does not my research program.

Unless each academic advisor is extremely with all the departments on campus and all the corresponding programs (over 150), centralizing advising would just be a plain disaster and the stated goal would never be achieved. Why was this idea even contemplated to begin with?

The rationale for centralization was the difficulty in changing majors. There is not evidence that centralizing would make this change less bureaucratically onerous for students.

Undergraduate advising is a nuanced effort that requires an effective and close relationship between the advisors and the faculty in the program. Having it be centralized will remarkably damage the effectiveness of the process and the opportunities for the students to get good guidance.

Advising should be centralized in the units or departments. It has been effective at this level for decades. Centralizing at the college will only serve to distance us from the student

I rely on my relationships with disciplinary UG advisors for UG research candidates and recommendations. Although not directly research related, I also value the advisors for assistance related to teaching activities. Perhaps a set of transfer specialists is needed - certainly the thorough disciplinary knowledge of our advisors is a huge benefit. My own undergrad experience relied on centralized advisors, and as a result some unfortunate mistakes were made.

Local knowledge is what carries undergraduate advising. There will be more inefficiency in the proposed process.

It is well appreciated that centralized advising in the Engineering school has produced the worst circumstances for their students. Advising in ENG is HORRIBLE, and expansion of their approach to the rest of the university should be discouraged, in the interest of student success. Centralized advising creates an impersonal system that disenfranchises students.

experience is gained in the field, not on campus.

Comment on how implementation of this recommendation might affect your rese...

The majority of my research team members are undergraduate research assistants. Almost all find their way to my lab through our amazing advisors (who know our program and understand individual faculty research programs, and are therefore able to advise and guide students with respect to research labs). Our advisors provide a level of support for our research programs in this way (and also support for the success of our students) that I can't imagine could be matched by advisors without departmental expertise. Our advisors also indicate the small team as a strength of their office - it has helped us recruit and retain phenomenal advisors.

Not a research area, but critical to student success

Much worse service in our college and we just did this in our college. Same staff involved, so it seems like overworked staff, not bad service per se. Obviously they could handle before.

students may not get directed to my program for internships. Individualized attention from academic advising within the department does a good job of matching people, personalities, for successful internships

It won't affect my research program, but I worry it will affect the students negatively.

Any centralized services like this in the past led to slow down and lack of expertise.

Students will not be able to optimally benefit. Advising is currently centralized within COALS and it is not as beneficial.

Centralization of undergraduate advising will likely mean I will spend more time advising students directly. It is unlikely that a centralized system will have the resources to support smaller degree programs in smaller departments.

Centralizing academic advising will lead to even more confusion and waste of student time. Academic advising requires deep knowledge not only of the major, the departments, and the college, but also of the field the student hopes to enter upon graduation. This will not happen in centralized advising. In addition, if centralized processes are also to be physically centralized, this will disproportionately affect first generation students and students who are still considering their career options, since they will be even less likely to seek help from a large office not associated with their major or program of study.

There is too much specificity to various degrees and career paths. Centralizing advising within disciplines could work.

The report referred to as "siloed" -- I would refer to as "specialists." The requirements across departments are vastly different and I am sure if centralized, the group would still be broken into groups because no adviser can learn the ropes for different departments. CLLA has created some "hubs" but there is an upper-limit to how many hands-on guidance advisers can give if they are spread too thin. Also: advising is the "face" of a department to parents and students. We know that advising is now supervised by the college but parents and students do not. We therefore continue to monitor the college closely to make sure that they represent us well. They do when paired to one or two programs. I do not see how they could if that specialization and close tie to a department is lost.

Likely to be more difficult to find students with interest in our research as the information to "new" students are likely to come from advisors. It is possible that centralization of academic advisors could result in loss of "connectedness" with student and their "gifts"/ability - instead it is more of a business interaction to ensure that student will fulfill the minimum requirements for graduation.

One size does not fit all. Each College has more experience in the courses that such Colleges and degrees need, so having other individuals doing the same task will jeopardize the academic advising of students. Centralizing might save money, but it is very inconvenient when quality and program knowledge and courses are needed.

Centralization of advising has already been implemented within my college for administrative reporting, done so to provide back-up to advising staff when one is sick or displaced, and to ensure cross-training. This is functional, and useful. Additionally, the COE has done so, and likely had some success. Nevertheless, centralization of advising across the entire university would likely create gaps in knowledge as well as at busy times of advising significant slowdown in student guidance, ability to meet with advisors to confirm scheduling for coming semesters, change of major, etc.

Academic advising needs to be closely tied to the particular scholarly field to keep up with ever accelerating changes in the discipline and the job market. Centralization of advising in a "one size fits all" situation goes in the opposite direction. It may save some money (perhaps) but it does a serious dis-service to our students.

Comment on how implementation of this recommendation might affect your rese...

Due to very large size of our undergraduate programs, I wonder if such a move will diminish personal touch/attention when and if needed

Advising per major is very personalized to the student and the major. By centralizing undergraduate advising, you lose that personalization. It will result in worse student outcomes and unprepared graduates.

It is difficult enough for advisors to help students in their own departments or areas let alone in others. They suggest this change based on students changing majors -- students will continue to do this. How is someone going to be versed in the diverse programs offered across this university -- it is impossible and this recommendation is nonsensical.

I currently employ undergraduate students in my research lab. Students in the BIMS program are typically pre-professional students and interested in gaining research experience. Advisors for the BIMS program encourage the students to seek research opportunities and work with faculty to arrange 485 experiences, etc. I worry that some of that specialty advising for specific disciplines will be missed with centralized advising.

Shifting to centralized advising will hurt students and probably end up costing more. Our department is a large and complex where students can follow several different tracks. These tracks are all civil engineering - but very different areas of civil engineering. Water resources, structural engineering, transportation, environmental, geotechnical, etc. This takes very specialized advising help for the students and we do that as a team in our department. Both the faculty and the undergraduate office take on the very important role of advising...both for courses and their career. Centralizing this would be incredibly difficult and require extremely specialized knowledge that is highly unlikely to happen. And once our department sees centralized advising failing students we will start our own advising and end up duplicating advising efforts as we refuse to fail students on this issue.

Little effect as undergraduate researchers are recruited to my lab from courses I teach.

We have been through this before. Knowing the bureaucracy involved in other centralized services, this is a HUGE problem. Student concerns will go unheard and the advisors will not know the details of the curriculum well enough to advise the students. As it is ABET is not very happy with the fact that students are not getting high quality advising on careers and curricular choices, I think that this will exacerbate the situation a LOT. We tried it in engineering before and there was a huge backlash, I guess that the top down decision making will continue on this matter.

Students need specialized advising in our department

It is important to improve coordination of advising, but centralizing is a BAD idea.

This may not affect my research except indirectly toward recruiting undergraduate research assistants. I still think it a bad idea because centralization will not enable the one on one relationships among students and faculty and advisors in departments.

This is a problem of scale (which impacts much of the reports recommendations). Centralization across TAMU would be a disaster. Neither the advisors nor their supervisors could possibly master all areas. That would result in pro forma advising rather than informed advising. Better to have it organized at the college level.

They tried this earlier and it was a disaster

Advising is best used at the academic unit level. It is also more convenient for students to consult with advisors in their majors/units, and who are best informed about curriculum issues and career success.

Most effective academic advising needs to happen at the local level.

Centralizing undergraduate advising removes the disciplinary emphasis that is so very important to undergraduate students in pursuing their dreams. It turns undergraduate academic advising into an amorphous structure that does not relate well to the individual student. It also greatly waters down the departmental focus and strengths from the advising.

Our advisors currently know their units very well, and guide students to research opportunities that are specific to the unit and vary widely across and within the colleges. If centralized, maintaining that ability to specialize will be key to maintain the research mission for undergraduates.

Comment on how implementation of this recommendation might affect your rese...

Centralizing advising will hurt our ability to recruit high quality and diverse students to our major, which are the research assistants in my lab. Without advisors in place that know the degree and the faculty and courses, and can create a culture of support for students, the students will leave the major or choose not to come. It is also likely that the gap in culture left by the advisors would need to be filled by faculty, which would take time and effort away from scholarship.

Proper advising requires knowledge of the field and industry for which the students are preparing as well as local department culture. Centralized advising is a TERRIBLE idea to meet the needs of our students and counter to everything modern university culture is striving for: it is not one size fits all, but individualized development of the student.

TAMU has 17 college and they are as different as apples and oranges. Thinking that advising could be centralized across all of these colleges is frankly foolish. All local knowledge and historical knowledge will be lost. It is NOT too much of a process for young adults to undertake to switch majors as cited in the report.

Our prior departmental advisors were excellent. Now the college took them....And advising has suffered.

Specialization and degree-specific advising needs may be lost.

Differing majors have vastly differing requirements/needs. This is one area where you need some level of decentralization to best serve students. In the current setup, the academic advisors have more ownership, but the centralization will eliminate this and service/success will suffer.

Advisors need to remain embedded in departments and be accountable to departments.

This does not affect my research program. I think it will increase time to degree.

The recommendation does not provide any rationale (just mentions transfer majors, which I don't see how centralization would help. This impacts my research program because my work as an educator is intrinsically related to my research.

The advisors from different programs need different specialties. They need to interact with their faculty members regularly to understand the fields and programs better. Given A&M has been so proud of its undergraduate education, such specialized academic advising services should be considered as our advantages.

Advising depends on knowledge and understanding of the advisee's situation and the context they are reacting to. Centralized advising is the antithesis of that.

Students will have difficult time getting specialized attention from each division if centralization occurs.

I agree with reservations. I would be interested in seeing more details about implementation.

Students benefit from having college-specific advising related to their majors

Our College has had great success with a centralized "college" advising group for about 9 years; however, to centralize at a university level, with a university our size, may prove to be unwieldy.

There are specifics in any major that a person who is intimately familiar with the major will be able to provide the student with much better advising. Not to mention that having an advisor locally has a tremendous impact on how likely and how often the students meet with the advisor, and that has a direct impact on their success

This proposal would be highly damaging to our students. Departmental advisors are the only ones who understand all the options for degree plans in their departments. A centralized advisor would not have the knowledge to adequately serve students who seek advise from different departments. An argument that was made for centralized advising is that it would make it easier for students to change majors. It isn't supposed to be easy to change majors. This is an important decision, so making sure that students speak with advisors from the department the student is coming from and moving to is important.

Comment on how implementation of this recommendation might affect your rese...

I cannot see how a centralized office for UG advising would be better than advising centered around departments. It is very unlikely that a single UG advising office in such a centralized office would be familiar enough with the hundreds of undergraduate programs (degrees, certificates, minors). Nothing compares to local expertise. Moreover, the argument made (that students that would like to change majors would have an easier time doing it if we had a central UG advising office) is risible. Here, it seems that the consultants were given the recommendation to make and now they just wanted to find the proper excuse.

Centralize undergraduate advising will only create chaos. Many (if not most) advisors won't have a full grasp of what is offered in different majors and will likely be unable to efficiently advise undergraduate.

I suppose we could be more efficient by moving fundraising efforts to a voicemail system, and sending all university communications through a single AI hub. And we all know how that would turn out. We are not a company. People are our business. People need human contact. Just as donors need a highly personal contact, so do students. Programs are complicated and often involve licensure, certification or other requirements from external entities. A centralized advisor cannot possibly know enough to answer the highly challenging nature of these programs and help students navigate them. If it was simply a matter of "take these courses, get a degree" it might work. But imagine a sociology major who wants to become a secondary history teacher and needs to meet certification requirements, field placement hours, and the sociology AND history department requirements for both the degree and certification--and is deciding between a graduate level program or the undergraduate route. This is best left to the experts, not a centralized general process.

It further separates faculty was students, a factor that strongly influences student success. Advising is much more than helping students understand degree requirements.

This may add barriers for UG students wanting to engage in combined 3+2 and 4+1 programs. Some of the UG students are participating in research master's degrees.

When we hire student workers, advertise internships, and promote events we use the advising office in the departments we are specifically targeting. We also feel that those individual department advising offices are familiar with our institute and can recommend us to students for jobs.

Academic advisors at the university level will not have the knowledge to advise students from every department. They will not be able to know, or understand what is necessary for all students. This is stupid.

specialized knowledge and relation ships with faculty is needed to advise students in certain disciplines you cannot expect that an advisor knows all intricacies of each program and field of study. Having advisors pitch in oat certain times to do other things is in it self not bad but that does not need a centralization. This might affect how students aresteebed towards faculty to do undergraduate research and contribute to our research programs

No impact

The report did not show the data for which this conclusion was based, therefore I do not trust its veracity. Different majors have wildly different paths and expectations. We tried it in our college and officially it worked but students and advisors don't like it

This is a recipe for disaster. Advising involves content. Not all advisors have the same academic backgrounds.

Impact may not be huge but academic advisors need to be closely associated with the student's major.

Premise for change is erroneous. as only a minority (low percent) of students transfer from College X to College Y. Students (current and transfer) are best served by expert advisors who know very well the curriculum of each department.

This is huge for me. My college undergraduate advisor knows all the students really well and recruits REU (research experience for undergraduate) students for me. I get more from her than from DeBakey or Launch or other all university methods. And her suggested students have been the BEST and most committed to long-term engagement as a research assistant. If we lose this close connection and knowledge, that will become a problem.

Seeing centralization occurring in other areas, the issue appear to be with implementation and it always goes badly. Advising needs to be done by folks who ae close to students. Can centralized advisors do that? What is planned to be accomplished by centralization of advisors? have smaller number but that means not enough advising.

Comment on how implementation of this recommendation might affect your rese...

This change does not appear to affect the College of Agriculture, where advising has already been centralized.

Our college has tried to centralize undergraduate advising, and we have noticed a real drop in quality. No advisor can learn all the complications on individual programs unless they spend time with the program itself. We've noticed that those programs that are centralized advising have more issues with missed courses and undergraduate confusion.

This is a solution in search of a problem. UG advisors are "siloed" because they need to be very familiar with the ins and outs of a particular program. Undoing this will cause HUGE confusion and will be a major disservice to all UG's.

I am a mathematician - could equally be in physics apropos this question. Is centralized advising going to have specialized advising at the level of analytic number theory or quantum mechanics ?

A&M prides itself about the personal connection with each student. That will be lost by taking advising away from home departments. Lastly, advising graduate students is a lot trickier when done outside of the home graduate program.

I doubt there is a "one size fits all" for undergraduate advising. Undergraduate advising is best achieved through the specific expertise of departments.

Lacking the local point of contact likely harm the students.

While it will not directly affect my research program, it will likely make it harder for my students in my lab to properly advised. With the same type of centralization that happened in 2014 (where oversight of advising was moved from the department to the college), advising quality went down (and this is not a slam on the advisors themselves). The degradation in advising was because the advisors were now one step further removed from the faculty who design the curriculum. Centralizing advising to the University will take those advisors one step further away from where curricular changes are made.

Programs differ dramatically. Advisors need to be very familiar with courses and instructors in order to advise students.

Centralization has had a negative affect on our department as we have lost our connection and relationships with the students. These people also helped with recruiting, so we knew them and their families at an early age and built that connection over time. Centralizations has stripped us of that in some ways.

THIS IS A HUGE DISASTER. The student success will be heavily impacted. Advising MUST stay with the department.

UGs need specialized advising in their degree program. Might affect students adversely with their quests for professional school

If anyone wants to see how all the changes will work out, one need only review the COALS one year out.

Impossible for a single entity to understand departmental-level nuances and student needs.

Specific knowledge of department teaching is critical for good advising.

Centralization in the College of Agriculture and Life Sciences has a disaster for departments and students. Trying to have advisors be experts on all majors on campus is ridiculous.

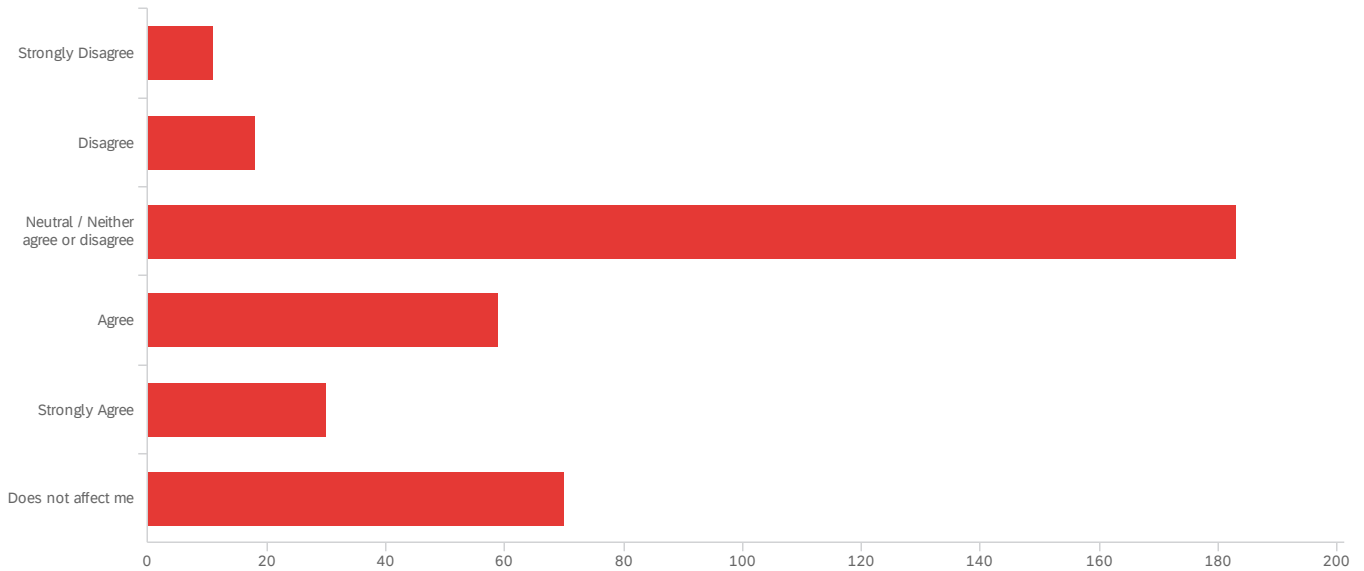
Centralization will fully destroy our research work with undergraduate students.

We need advisors who know what they are talking about. That will not happen if we centralize this important function.

Does not impact

Q3.3 - Recommendation #3: Elevate the Higher Education Center at McAllen. Do you

concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #3: Elevate the Higher Education Center at McAllen. Do you concur with this recommendation?	22.00	27.00	24.78	1.32	1.74	371

#	Field	Choice Count
22	Strongly Disagree	2.96% 11
23	Disagree	4.85% 18
24	Neutral / Neither agree or disagree	49.33% 183
25	Agree	15.90% 59
26	Strongly Agree	8.09% 30
27	Does not affect me	18.87% 70

371

Showing rows 1 - 7 of 7

Q3.3A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

TAMU is better served by focusing on the mail campus, not trying to expand the footprint and diluting efforts.

Attracting local students from the LRGV especially under-represented (e.g. Hispanic) is an excellent decision .

Reaching out more seriously to all Texans and making sure they have access to our best is central. I don't see how this would affect my own research, but it could open opportunities for others and their students.

The changes for McAllen could be a good move. However, I'm not sure the Assistant Provost at McAllen should be considered for "elevation" or "elimination". The latter would seem like the correct move, then restructure under new leadership. This would certainly increase the potential for more diverse students to funnel into the research programs in College Station.

Elevating any unit is normally good. The question is, at the expense of what other activities will this be done?

Shouldn't the plan be to create additional Higher Education Center around the state where needed, and establish a position to oversee all of them rather than elevating McAllen leadership? A presence throughout the state, including a teaching presence, could lead to novel collaboration opportunities.

It sounds like this is proposing another regional university. That could be positive if appropriate resources are available and made available, and it is credibly managed.

Has a good focused mandate on distribution systems management.

This will improve diversity of our student body. McAllen students deserve these professional development resources

Vague recommendation. More details are needed to know how this would be implemented, pros and cons, etc.

We need to support TAMU campuses with a large proportion of historically underrepresented students and faculty. Our efforts to collaborate with these campuses would enhance our research capabilities and diversity of research proposals on which we could participate.

Good for recruitment.

Making the McAllen campus self-supporting (re. elevating the Assistant Provost) will remove burdens from College Station administration and reduce problems caused by lack of transparency and poor communication. However, diverting resources away from the main campus to a program that does not seem to be thriving would have a negative effect on everyone on the main campus, and the narrow focus of the McAllen degree programs calls its overall value into question.

We in CEHD are working to do just this. We have two programs (undergrad) approved for the campus-- Middle School Science/Math and Human Resource Development. The MXET program with teacher certification, I believe, is also a collaborative program from Eng/CEHD.

This is a vague goal, and it is always good to elevate any program. At the expense of what alternative investment will this be done?

A&M should at its core continue to follow the model of a research university. Branches/extensions/centers can detract from that mission, but need not. Much depends on implementation, and I'm not fundamentally opposed to the idea.

Comment on how implementation of this recommendation might affect your rese...

I have no real opinion on this matter.

I did not feel the report was very clear on how this will benefit TAMU or my research program, thus I cannot comment on it. I would like more information.

Could help recruit more diverse students

We need to return to a focus on excellence.

This will help educate students through the Bachelors degree who are from groups underrepresented in my graduate programs.

COALS made a joke of this campus and its degree there. Our reputation is damaged beyond repair. Those kids are forgotten down there, and are an after-thought to the administration in Agriculture. The overall plan was bad going in, and it has not improved since.

In general this is a good idea, if it is done truly to elevate the quality of the education and the student support for those students. If this is largely driven by economic reasons then I think it is shameful.

It isn't clear from the report what this means. Does this mean anything for the distance education programs already running at the CS campus?

It is unclear from the report how having the Higher Education Center at McAllen report directly to the Provost elevates the Center.

The students at McAllen were promised a high quality education, but are not receiving even basic student success services. They do not have a library, do not have the same access to tutoring, student organizations, and undergraduate research opportunities.

The timing of this is totally off. We need to stick to our knitting during these challenging research times.

My disagreement stems from the fact that this is a move to get more students into engineering. We already have 23,000 in engineering! If the McAllen campus also focused on many other fields, it would be fairer. But as it stands, this is merely a way for Engineering to gain more students.

I don't know what this is.

The system has several complete campuses in the valley. They should be tasked to serve students in the valley.

Seems it would be a lot cheaper to bring those students here. Most of them say that they would love to be here rather than in McAllen

Although the efforts to enhance the campus at McAllen are welcomed, the focus on administrative support by changing the reporting structure demonstrates a lack of understanding about the role of faculty in teaching: reporting structure doesn't teach students. And extension programs don't create students with degrees that can get jobs.

This might help finding diverse students to work on grants.

My research has been in McAllen for many years, and the Higher Education Center does not have space to host researchers and faculty that do research. Unfortunately, with the Healthy Texas initiative housed in McAllen Center (different from the Higher Education because it is located in downtown McAllen), and the possibility that the building could be sold to South Texas College, a place where to house researchers and staff because null.

Having been involved in the FSIM program development at the McAllen campus, and observing its decline due to low enrollment interest, I suggest that going back to reinvest in this is not likely to be highly useful. Were the McAllen campus to be turned into a distinct campus/system member, that would compete with other adjacent system members. I doubt any such move would likely have direct impact on my research program.

Comment on how implementation of this recommendation might affect your rese...

I have had two PhD students in my laboratory participate in the Pathways to the Doctorate program. Both were Hispanic students who had received their BS from Texas A&M International University. They were both great graduate students and I look forward to seeing how their careers progress. I believe my faculty appointment at TAMIU for two years led to the recruitment of those two students and gave them an opportunity they may not have been aware of or sought out. I highly support promoting higher education in under served communities.

McAllen is an underserved region and it will be in line with the land grant mission of TAMU. But there has to be resources for it separately, not just redistribution from an already stretched budget for the teaching mission

Easier said than done.

I did not know there was such an entity--it has had zero impact on me

not a priority in any way. Ridiculous to shift needed resources away from our main campus and focus to this branch campus.

This could potentially help my research agenda as I could build collaborative projects with faculty engaged in border issues and international-Mexican political economy and social issues.

This will elevate our numbers of Hispanic students and will improve our potential for research based on an HSI. It will elevate the Hispanic/Latino role in research. • Elevating the McAllen Center would be a A-plus. It would provide great opportunities to the growing student population living in the South of the entire state of Texas and beyond. This is a great opportunity for students demanding higher education opportunities in multiple academic areas that makes TAMU a unique place. It would also provide great opportunities for faculty. This McAllen Center could also provide good connections with our neighbors of Mexico and the rest of Latin American countries in multiple ways such as increasing research and effective practices in the fields of agriculture, industry, education, business, etc. It would also be an ideal place to continue increasing visibility of TAMU through anthropology so researchers and students can have unique opportunities to participate in the exploration of nearby ancient cultures such as Aztecs and Maya and others in Latin America. Other countries in the world are already initiating efforts along the border and in the neighboring countries of Mexico and Central and Latin America, but we are in a better position having a presence with the TAMU there.

Here, I am neutral on this matter.

Why? This campus is 6 hours away. I struggle to see how this impacts us.

The populations in this area needs to be better served.

if this takes away resources that could be an issue, but it could also give an opportunity to enhance visibility and collaborations

Possibly provide research opportunities for students in South Texas.

The report did not show the data for which this conclusion was based, therefore I do not trust its veracity. Why? The concern is that this is strictly for political favors.

The McAllen Center is the desire of one senator. It takes resources meant for one place and re-distributes them to another place.

Unknown center with less known outcomes to assess success. I believe only reason is to attract funds targeted for minorities and bring them to main CS campus

Further resource shift

These students need more support. Could increase opportunities for collaboration on undergraduate research projects.

N/A

I don't know enough to comment.

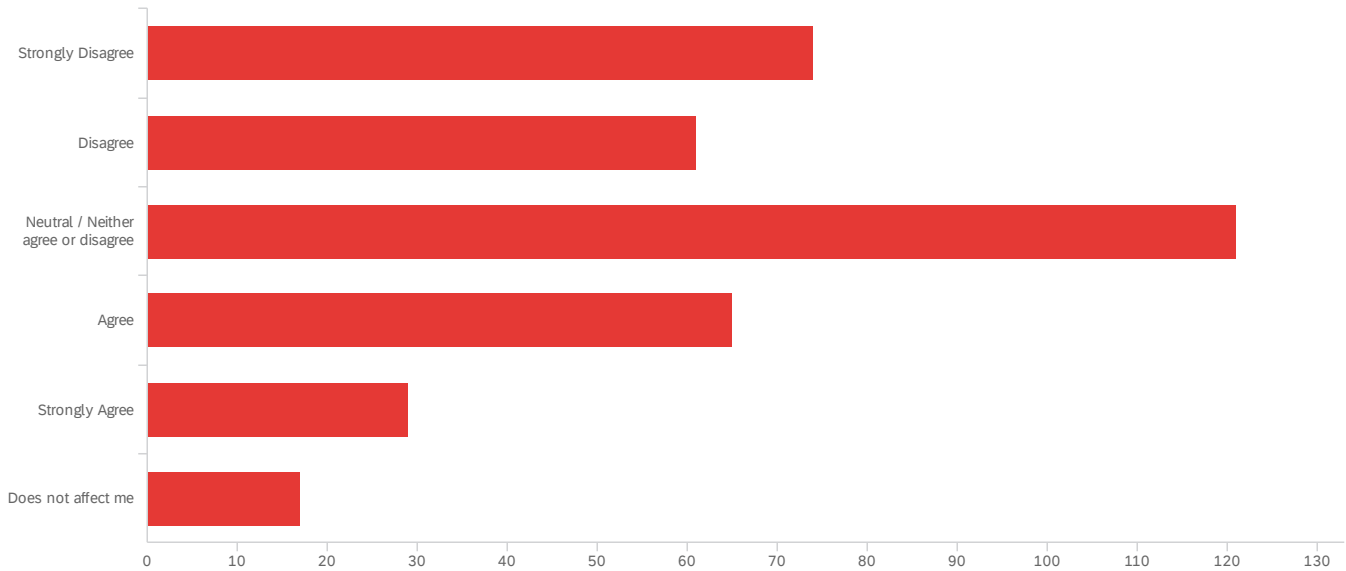
Comment on how implementation of this recommendation might affect your rese...

Not at all

Does not impact

Q4. Section II. Faculty Affairs

Q4.1 - Recommendation #1: Create a new Vice President of Faculty Affairs position. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #1: Create a new Vice President of Faculty Affairs position. Do you concur with this recommendation?	22.00	27.00	23.90	1.37	1.87	367

#	Field	Choice Count
22	Strongly Disagree	20.16% 74
23	Disagree	16.62% 61
24	Neutral / Neither agree or disagree	32.97% 121
25	Agree	17.71% 65
26	Strongly Agree	7.90% 29
27	Does not affect me	4.63% 17

367

Showing rows 1 - 7 of 7

Q4.1A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

This is best served in the Provost Office there there is a greater arms-length from the President's Office.

Enhance engagements for International affairs, global networks, increased enrollment. Adding Arts into main campus will certainly increase a renewed image from the traditional 'all male' conservative school

didn't this already happen?

Creating a "Faculty Affairs Office" seems like it will be in support of faculty development. On the surface, this seems great. However, specifics on how faculty will benefit are lacking and creating new administrative positions is never a good idea. We currently have a Dean of Faculties and the Office of the Provost can sufficiently address faculty and student issues (because they are often interconnected) just fine without new administrative units.

Faculty Affairs should stay with the Provost's Office

New position will have to justify their existence, likely through creation of unnecessary programs and "unified requirements" which usually means more paperwork done by research faculty in regards to reports, promotion, tenure and other decisions which should be done at the department level instead.

This position is taking over many things previously delegated to the provost and is replacing the Dean of Faculties. Is this person a tenured faculty member? Why the VP title -- do they report to the chancellor? Our current organization serves faculty well. Disruptions will delay my research program. My experience with reorganization in Engineering is that it very costly in terms of faculty time. Time spent on this will translate directly into time not spent on writing grants or supervising research. Hence, the major changes outlined in this report, in the short (3-5 year time frame) will have to reduce research productivity at A&M. If it does not, then that means the faculty are not involved -- but that should not be the case. This is a huge reorganization, and the justification does not merit it.

From the SWOT analysis in the appendix: "faculty review process is not thorough and the push to innovate is lacking". Perhaps the new dedicated VP position would encourage university reflection on how to promote and maintain a strong faculty review process, which, if done, well, could promote faculty morale and indirectly promote research creativity. I don't agree with the statement in the SWOT analysis in the appendix that "Faculty losing sight of need to continue educating, advancing knowledge, and granting degrees." Everywhere I look faculty are pushing hard on all these fronts. If decisions are made on potentially erroneous statements such as this, then faculty morale will plummet and so will productivity.

This position MUST be kept at arm's length from the politics of the President's office.

It is not clear how this position is different from the Dean of Faculties, except that they report to the President, not the Provost. Why is this needed? It is critical to have a clear leader who can advocate for faculty needs. This leader needs to be a tenured faculty member who understands issues close to us. Will this be true for this new VP?

If done correctly, this could be positive.

Throughout the pandemic, faculty have made HEROIC efforts to keep instructing, motivating students, continuing research projects, submitting new proposals. These efforts have not been recognized by TAMU administration nor by the Chancellor. Research on this campus depends on the energy and well-being of faculty researchers. Administrative change after change continued to be made over the last year, despite the incredible pressures resulting from working during the pandemic crisis. In addition, the administration has demonstrated an appalling lack of concern about the health of faculty during the pandemic. These administrative failings have led to me applying to other universities- I will not continue as a researcher at TAMU, given its disrespect and neglect of faculty over the last 20 months.

No idea what this means. Are our affairs not teaching, research, and service?

Comment on how implementation of this recommendation might affect your rese...

Need shared governance in terms of choosing the VP for Faculty Affairs (like we do for Provost) if they are handling P&T. Potential problems with moving faculty issues to VP: a) Lose faculty input and voting? b) No longer a direct line to president; not dealing with faculty issues, c) A VP does not represent the faculty, but represents the president, d) Needs to be a faculty member, e) How will this affect the tenure process?

Negative if it would compromise neutrality; would need to maintain checks and balances in faculty promotion and evaluation processes. However, the idea of an administrative position and unit that focuses on key issues in faculty development -- instead of offering "coffee hours" and prioritizing teaching over research -- would be welcome.

The Provost should retain the top spot re Faculty Affairs. Moving this position up the administrative ladder will move it further away from the daily, developmental, and career research needs of faculty, research staff, and students.

It seems to me that this (liek some other aspects of the report) will result in even more bureaucratic hurdles, and more offices to deal with in our work, reducing my efficiency as a faculty member and leaving less time for teaching and research.

Stop the proliferation of high paid administrators! Let's hire more people to actually do the work! Stop micromanaging!

The position of Dean of Faculties should be reinstated. Given the research dollars that enter TAMU's coffers, I would expect that there would be more changes for supporting faculty (teaching and research). The Dean of Faculties office provided services that were important to the full range of faculty levels from tenure trace to mid career to name a few.

?

Certainly there should be a person at the VP level dealing with Faculty Affairs-- but also there needs to be a "non-direct line report and evaluation" of a Dean of Faculty working for the faculty. I am not saying the VP would not do such and work for the faculty, but it may be viewed as just another administrator.

I would hope a position that supports faculty could create unity to understand the relationship between the "teaching" and "research" expectations for faculty and especially those that have PI roles.

We already have too many professional administrator, and the Dean of Faculties already does everything I could imagine should be done by a VP for Faculty Affairs.

As stated in a previous answer, the provost's office should have an integrated set of responsibilities related to the central academic and research functions of the university. Faculty affairs is part of that mission.

This is a move that clearly strengthens the power and reach of the President at the expense of faculty interests and governance. The reasons provided in the report are shallow, glossing over the threats that may occur with Presidential administration that is unconcerned or even hostile to academic freedoms, including research and scholarly activity. The Dean of Faculties office would have a colleague, one who has an academic appointment in an existing college, sensitive to these issues, operating to some degree with a sense of faculty governance.

If the provost office is kept, it is not clear what the role this office will be.

The provost does this already. We do not need a new administrator at this level. This is the level of administrative bloat, and this will be yet another person to undermine shared governance.

Honestly, I think there are too many administrators as it is. However, I am currently frustrated by the lack of replacement of faculty that leave (e.g., retirement, job changes). This creates considerable teaching deficits in the departments that have no champions for replacement. Currently, they would really like to change my teaching load to 2 (7-11 CR/year to 14-18 CR/year) because I am the only person left in the department in those disciplines. Because this is impossible, they are having post-docs and GATs teaching courses. Even if a new position was approved today, it would be about 2 years of this from the retirement. This is ridiculous. This affects my research program every time I have to teach an extra course.

This belongs to the office of the Provost and the Dean of Faculties. This role needs to be more independent from the President's office. I fear how centralized power would be under this proposed framework.

Comment on how implementation of this recommendation might affect your rese...

Should lie under the purview of an Associate Provost who reports to the provost and not the president

Faculty Affairs should report to the Provost.

Will not affect my research program.

The Dean of Faculty office functions reasonably well and should remain a separate entity reporting to the Provost.

Seems like just another made-up administrative position that will only give lip-service to faculty. Is this not what the Dean of Faculties office is all about?

Again unclear how this will impact faculty leadership in the promotion process. We must not restrict shared governance.

Overall the recommendation says that the Provost should be focused on students and the new Vice President of Faculty Affairs should be focused on faculty. Clearly the powers of the Provost are being removed from being a significant voice in the running of the university.

So many of the recommendations in this report seem to grow administrative positions while consolidating Colleges and staff positions.

Yes this person could do the job the Dean of Faculties does and signals it is a priority to the president. But is also signals that this person works for the president not for the faculty.

In general, we need fewer administrators. Adding another level of management only serves to push those below that level down further and distances the upper administration from issues that are on the ground. The Faculty Senate, CPI these are excellent conduits that should serve as the voice to the administration decision makers.

If the Provost is responsible for the academic mission, then she or he should handle faculty as well as student affairs.

More administrative staff are not needed

It isn't clear how the individual's portfolio and role differs from the previous Dean of Faculty position, other than being ranked slightly higher and being on the university wide executive committee. My sense is that the previous Dean of Faculties was acceptable and willing to continue in her role -- so why was she removed? The lack of transparency in this matter is troubling, as I had seen the Dean of Faculties as the position that specifically existed to represent Faculty interests in our relationship with the administration.

The described change is very unclear. It seems to grow this office. Faculty Affairs means that there is no longer an office to serve as advocate for faculty. Where are grievances and CAFRT dealt with in the new plan? It is completely unclear how this new VP "will be better equipped to focus on faculty pipeline strategies, outreach programs, financial incentives, and marketing approaches". It is also unclear what "marketing approaches" means with respect to faculty affairs. Outreach programs directed to whom? I do not see these items in the organizational chart.

Such a unit may support faculty initiatives on the Galveston campus as well. Currently, there is little attention to growth, recruitment, and retention of faculty on the Galveston campus.

Recommendation #1: "Create a new Vice President of Faculty Affairs position" should NOT be instituted because it will remove the faculty's direct line of communication with the Provost via the Faculty Senate by adding another administrative person between the faculty and Provost. A Vice President of Faculty should NOT be instituted because removing a directly line of communication between faculty and the Provost will make faculty concerns, which are already low on the Provost and President's priorities list, even less heard. This recommendation will further promote the feeling that faculty are low on the Provost and President's priorities list. This will weaken faculty retention and threaten the strong TAMU interdisciplinary collaborations my research program requires.

Maybe I'm naive but would seem to have less day to day affect on research

My main concern is how it will impact tenure and promotion.

Comment on how implementation of this recommendation might affect your rese...

It is not clear what problem they are trying to solve. No data.

It's concerning to have faculty and research affairs in the president's office where issues may become politicized.

Depends what the role is. Certainly there is a need to have an office that supports faculty. For example, CEHD has had some of the same administrators in place for about 6+ years. This has created a block to ideas or innovations that do not align with their own individuals goals or that do not benefit them directly. There is no shared anything here. Issues and decisions are not discussed with faculty. Changes just happen. We have not had a College-wide faculty meeting, where faculty are allowed to ask questions, discuss issues for more than 7 years.

To reduce bureaucracy, one creates more bureaucracy. Typical.

A VP does not necessarily have to be a faculty member. Having some corporate unit handle Faculty Affairs will be a recipe for disaster. Examples of elevated corporate units that have turned into big headaches about on this campus: For example, we have an IT team that has turned prioritization of security over functionality into an art.

Seems like this move is necessary. If power is centralizing at the president's office, then a VP will have more input compared to a dean. I don't like that we are "corporatizing" our academic administration, but this seems to be the right change given the current trend.

I do not like how promotion and tenure would fall under this position. It is a stretch from the research mandate of the university. Peers and other specialists in the disciplines may not play lead roles.

I am not sure why we need a new Vice President here, I thought this was the Provost's job

Concerns of research faculty must remain with provost office.

This position might benefit faculty and make research programs easier. That would be a positive. It might do the opposite.

If the purpose is to serve faculty better, then yes. Otherwise it would just be a way to take control away from the DOF office.

Why do we need this new title?

I have the feeling that this will make the position of provost far less attractive for high quality applicants. My concern is further damage to our academic environment in which teaching and research activities have been separated. These actions have indirect impact on research.

This position would be created at the expense of the Dean of Faculty, and jeopardize our progress made towards shared governance.

Yes, maybe, that position could address academic bullying that is still accepted practice at TAMU

1. None of these recommendations lead me to believe that there will be any focus on fair and objective processing of faculty grievances. This is a problem for faculty morale as well as for our standing among peer institutions. 2. Changing the name from Dean of Faculties to VP of Faculty Affairs does not mean that everything will be solved. The focus should be on examining the processes in the current office, focusing on best practices from other institutions, and use of more recent data than a 2000 paper which demonstrated only that money could help solve development problems, not that centralization is the answer. Any changes to administrative procedures affecting faculty support are likely to lead to making our university less attractive to new faculty and make attracting research money that much harder.

I am concerned that a non-academic could be chosen for this position who does not understand research.

The was not enough information in the MGT report that clearly indicate the purpose of this position. It appears to be redundant and reflect an appointed position as opposed to a peer elected position (ie. speaker of faculty senate).

I'm uncertain regarding the usefulness of such a position, and how this position would improve faculty affairs significantly from the current operations of the Provost's office, the DoF, VPR, and other key administrative positions.

Comment on how implementation of this recommendation might affect your rese...

Better/closer attention to Faculty affairs is certainly needed and this might indeed help in this direction

It makes sense to put faculty concerns in one house

The Dean of Faculties office functions well and there is no need for change.

I think that this is just the admins play corporate CEO and inflating titles. Just as with grade inflation there is now title inflation..As such All these offices are operating currently more for "monitoring " faculty and not helping them do their jobs. I will believe that they have teeth when they can actually stop even one oxic faculty who is "productive" on paper. If they cannot do even that i, this doesnt mean much

unsure

There needs to be a separate academic unit that addresses faculty hiring, evaluation and recognition.

None.

I don't think the President should have direct control of faculty affairs and would argue that this should be the domain of the Provost alone.

We have too much upper admin. Faculty Affairs needs to be more accessible to faculty, which means the position needs to be able to address faculty re: research efforts at the faculty or lower admin level.

Elevation of this office would be beneficial.

Depends on how this is done. The report mentions this will elevate faculty voices, which could be good, but the report is completely silent on how this will be done or exactly what that means.

The DOF office should be maintained in its proper position reporting to the provost. This position should deal with faculty affairs as it has done. The report states that the office does not have a great reputation- I don't know where they got that one from! Probably from a handful of administrators who don't like the DOF office because it fights for faculty, and sticks to university rules. NO indication that there was a representative sampling of opinion on that recommendation.

This sounds like the same thing as Dean of Faculties and if part of this assessment is money saving, the last thing we need is another high level administrator with a big salary and more staff to serve him/her.

We do NOT need more administrators.

Not clear what is the benefit of taking it out from the provost's office.

The organizational bureaucratic procedure that many complained about the Dean of Faculty office was created that way for a reason. Also, the delays in processing the cases by the office could also be contributed to the pandemic and other factors. A new VP for faculty affairs is unnecessary.

Faculty need representation and advocacy for their research. A VP for faculty affairs, as a faculty liaison can position faculty research much more centrally and strongly.

This is a good move, and most of the portfolio from the proposed organizational chart would be a good step. However P&T should not be the mandate of this position.

This is taking away power from the Dean of Faculties and centralizing it more into the President and Provost office.

A Dean of Faculty should work "for" the faculty and should be independent (as possible).

Comment on how implementation of this recommendation might affect your rese...

I am a little concerned whether a totally outside person could theoretically serve in this position. Previously, it had to be a faculty member and I would like to see this being continued in the reorganization

Faculty affairs should be handled in the Provost's Office by the Dean of Faculty.

Just increases personnel for administration which increases red tape

In my view, this will have considerable implications on tenure and promotion and governance since the Vice President's office would only depend on the President. The Provost Office also reports to the president, but historically, the Provost was subject to approval by the faculty and he/she had to be tenured in the university. I find it completely unacceptable that such a requirement is apparently not set explicitly in the proposal.

A focus on faculty recruitment and retention has been seriously lacking at TAMU. This position can develop faculty properly. The faculty hiring process is obtuse and draconianly slow. This office could to fix the triplication of processes of the DOF portal, Interfolio and Workday that makes the job of chairs of search committees tedious, time-consuming and frankly unpleasant.

This seems like a reasonable way to support faculty work at the higher levels of university admin.

This appears to be a move that weakens faculty governance (and even tenure). A good Dean of Faculties acted as an advocate of the faculty among the upper administration. Texas A&M is stronger where faculty and administration are a team.

If there is not strong coordination with the Provost Office, these two units may become siloed and unintended consequences introduced due to decisions not being vetting fully.

We have too many administrators as it is.

if this happens it needs to be some one with a faculty background and experienced in federally funded research as well as teaching. Worry about disalignment between teaching and research, resources and mandates.

Might promote research success, especially for junior faculty.

The report did not show the data for which this conclusion was based, therefore I do not trust its veracity. We have too many overpaid administrators. Why do we need this?

I worry about the effect on research programs but also on decisions regarding promotion and tenure.

The elimination of the Dean of Faculties is concerning with respect to the P&T process. In turn, it is not clear how this will impact guidelines for P&T and research expectations. I don't see immediate direct effects on my work, but it could make for a system that is less transparent and more challenging for junior faculty to navigate, which will in turn impact research.

Unknown duties of said VP or its authority on faculty

I don't like how this brings a bunch of faculty needs under a VP rather than a provost. I worry about politics playing out here.

This measure might be helpful.

I think the DOF position was not effective. The proposed VP of faculty affairs has a more clearly delineated position in the chain of command.

Needed with the loss of the Dean of Faculties. Someone's office has to handle all our trials and tribulations. Someone has to hold our hand and try to help solve the problem at hand. DOF helped us avoid bad tenure decisions in the past.

Comment on how implementation of this recommendation might affect your rese...

I do not see where, in the report, the advocate for faculty nor the process for grievance reside. This seems to be another step toward removing faculty governance. Given our desire to remain in good standing with the AAU we need to continue to maintain faculty governance. We don't want to be sanctioned.

Old one didn't work - changing title won't help

It is unclear how this will affect faculty and their progress. Centralization has the tendency to make fiscally motivated decisions that are seldom good for faculty.

N/A

This sounds like a strategy to remove the Dean of Faculties. I prefer that DoF remain as an office with some degree of autonomy from the provost

Sounds like a good idea, but think we need to fire most of upper administration as it is. We are over bloated with admin and don't need to add more positions.

The administration is already so big with so many positions. If adding this position, they need to cut some other administrative positions.

VP should not be casting votes on promotion if he/she is not tenured faculty

Do we really need one more administrator in this top-down system?

Taking power away from the provost and transferring it to a VP would lead to the vast majority of the power in the upper administration concentrated to one individual, which can lead to an ever changing climate that can make ongoing research programs difficult.

Eliminating the DOF removes one level between the faculty and the president as the DOF reported to the Provost and the VP for Faculty Affairs will report directly to the president. This means there isn't an independent source advocating for faculty.

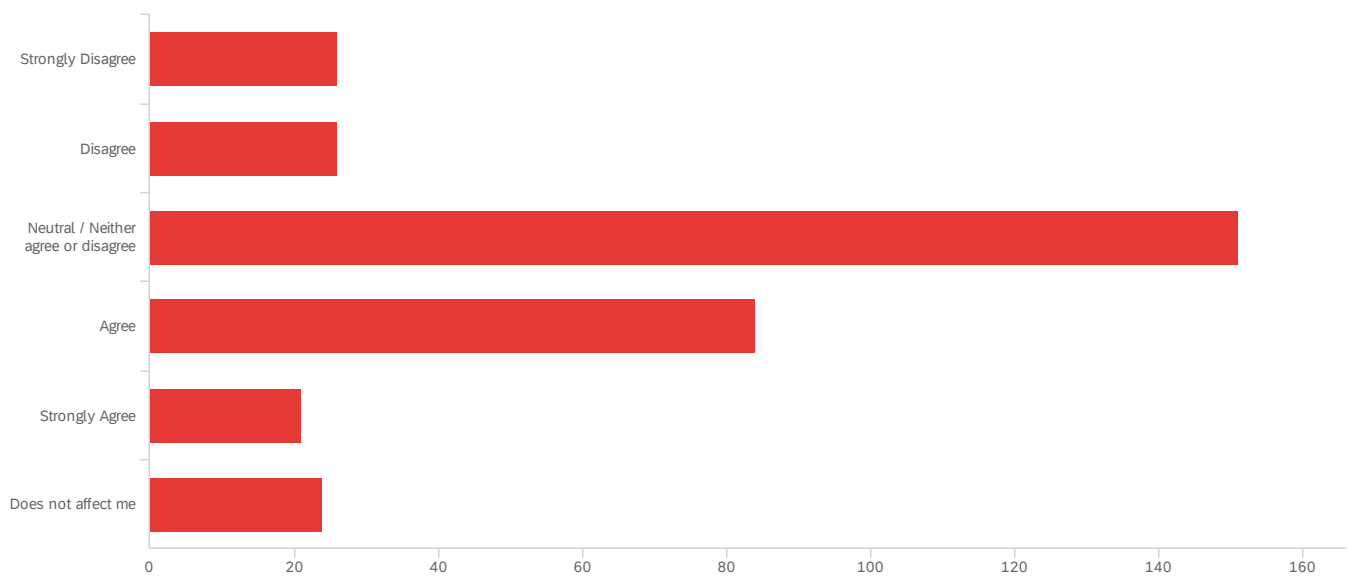
Splitting Faculty Affairs from the Provost office might reduce the current log jam but the eventual success of this office will depend on the careful selection of a VP

This sounds like more administrative bloat.

Does not impact me

Q5. Section III. Academic and Strategic Collaborations

Q5.1 - Recommendation #1: Continue to incorporate other campus units that fit the mission of Academic and Strategic Collaborations. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #1: Continue to incorporate other campus units that fit the mission of Academic and Strategic Collaborations. Do you concur with this recommendation?	22.00	27.00	24.36	1.19	1.42	332

#	Field	Choice Count
22	Strongly Disagree	7.83% 26
23	Disagree	7.83% 26
24	Neutral / Neither agree or disagree	45.48% 151
25	Agree	25.30% 84
26	Strongly Agree	6.33% 21
27	Does not affect me	7.23% 24

332

Showing rows 1 - 7 of 7

Q5.1A - Comment on how implementation of these recommendations might affect your research program:

Comment on how implementation of these recommendations might affect your re...

While this sounds great, like apple pie, it can serve to limit the research to those areas that are "approved" by the administration and marginalize other researchers -- at the expense of their careers. In other words, it creates mechanism to dismiss faculty if they are not "team players".

Data provided in the MGT report is a strong evidence for recommending this action. At the local level away from Brazos County, the possibility to engage proactively in local journalism is of great value.

Putting the office of DEI into a unit that includes what appears to be left overs, would look like TAMU does not care about DEI issues.

How are the performance arts lumped into Academic and Strategic Collaborations? Shouldn't this be considered "Community Engagement" What academic collaboration exists here? This is likely to have little effect on research in our College.

Centralizing control of diverse units that serve diverse communities will dilute the individuality of these units. Maintain the diversity of service by maintaining the autonomy of these units.

I am worried that this is where VPR will eventually end up, and we will have like 2 vice presidents only. I am all in favor of more streamlined, but research isn't the same as strategic collaborations.

It seems useful to have a single outward-facing unit that can interface with the community in a coordinated fashion. I appreciate the emphasis on International students/presence.

This is yet another major administrative and procedural change for faculty and researchers. We need a steady and consistent course right now- not another change for change's sake.

Do not see the rationale for moving Office of Diversity and Inclusion to this unit, especially if that would weaken connections between DEI and research programs. Also not sure why Education Abroad & International Student Services would go here -- why not put them with Provost?

Some of the elements proposed make sense, but others do not and would undermine research efforts by existing units. This could affect my own research in areas having to do with individual and group innovation.

This dilutes out the talent we have. Maybe the mission of these other campus units should be revisited?

I don't know what this means.

?

Strategic collaborations on research are critical -- faculty must nurture these cross colleges and departments.

Units would have to appreciate the value that research would bring to their organization.

This does not affect my work. I have maintained interdisciplinary collaborations here and with colleagues elsewhere. In my experience, these bureaucratic activities have never facilitated my interdisciplinary activities. Sharing indirect funds across colleges, however, always facilitates and reinforces such collaborations.

Will not affect my research program.

Comment on how implementation of these recommendations might affect your re...

This might make sense to some for organizational effectiveness reasons, but it makes NO SENSE from the educational standpoint. That said, there are some research facilities and equipment that can be incorporated.

More congruent and knowledgeable about a wide range of opportunities and how to execute.

none of the explanation for this recommendation links back to the recommendation, it is unclear how any of this would benefit TAMU

It really isn't clear from the report what having all these things under one umbrella will do that would be positive or negative. Why do these disassociated things that in some way interface outside of the university need to be coordinated?

Throwing a hodgepodge of unrelated activities to "Academic and Strategic Collaborations" will create new bureaucracies and inefficiencies, and decrease their effectiveness in supporting the university. It is particularly discouraging to see the Office of Diversity and Inclusion thrown in with this mess of unrelated programs. This office should touch on every program and activity at the university. It needs to be elevated and central.

no effect

Need data to show the impact, both positive and negative

Consolidation and centralization into the president's office undermines the authority, capacity, and independence of the other units that has taken years to create. This could decrease my capacity for research, including securing external grant funding.

The title of this office points to some confusion around its purpose. What is an "academic collaboration"? Is the office designed to deeply align with research and teaching? In particular, the in-passing recommendation to move Cushing Library, which has been built and designed as research collections and staffed by faculty librarians and is already centralized into the University Libraries, into this office, is confusing. In general, my research program will be affected by the potential upheaval of community relationship offices, childcare, etc.

Don't know what this means.

Depends on what they are talking about. The MedEd program is excellent and I think that trying to include collaborations more with Methodist in Houston is a great idea. The Law School seems to be working out, which is not what I expected. But what other units are they talking about? It makes me suspicious that there is an agenda here.

I have research that concerns the greater Texas community, this could help.

It would depend on how it's done. The rationale and lack of specifics give a lot of faculty pause.

On the surface, I agree. Some cross-system coordination of community facing efforts is needed. But the proposed changes don't seem connected with this goal. My research program is community focused, community engaged. I think there is a lot we can do to better serve the local community and state. I think that the proposed changes do not reflect awareness of community need, historical harms, power dynamics, etc.

Likely bad if caused displacement; could help with better space/collaborative work

Difficult to implement when it is already difficult to build cooperation across colleges on one campus. There is also a sense of competition among campuses for the same pots of money so its hard to build collaboration

The proposed name of this new unit has not inherent meaning to faculty within the university and will have even less meaning to our outside stakeholders.

I believe that it is essential interdisciplinary collaboration.

While I'm uncertain regarding the potential research impacts, I do not anticipate significant improvement in overall operations by more units incorporation and condensation/collapse of academic operations. I am concerned there will be loss of program identity and uniqueness.

Comment on how implementation of these recommendations might affect your re...

Due to logistics and other issues, effective collaboration with our other campuses very effectively has been a challenge. If the deficiencies or difficulties are overcome, then this could be a good thing

perhaps draw together researchers who might collaborate

This is very context dependent.

There are too many competing agencies

This makes sense, but, crucially important, ONLY if they units fit, not based on a quick assessment, but after careful assessment that must include assessment by all stakeholders

Depends on how this is done. Could be helpful in community outreach.

Depends on the specifics but in general I collaborate with whomever I want to at TAMU for my research program, regardless of affiliation. Doesn't matter one wit to me whether Biology is in Science or Ag for me to collaborate with individuals in Biology. Suggestion that these moves will ease collaboration is just a non-starter.

I feel like all they consider the mission are only related to engineering.

Will enhance ease of research collaborations with main campus

Coming from a campus at a distant site we are often overlooked. We can be included in the planning and execution of strategic collaborations.

I don't know enough about how this unit currently operates. I would hate to see Education faculty who wish to work in the Becky Gates Children's Center for research or teaching purposes have to go through a VP level approval.

The suggested portfolio is too diverse, likely generating little synergy.

This seems to be come a grab bag of stuff that we do not know where or how to commit to. DEI should not be buried. it is to important for generating a diverse student body and future workforce including in our research programs.

Open new collaborative opportunities

The report did not show the data for which this conclusion was based, therefore I do not trust its veracity. Why do we need this?

I was unclear to what this recommendation referred.

I feel this new VP has too many disperse activities under it that will mean some will be ignored or not done well.

Stick to basics - no more trade school classes/majors etc

Inter-campus collaboration should be encouraged.

N/A

Don't have enough information to make an intelligent decision.

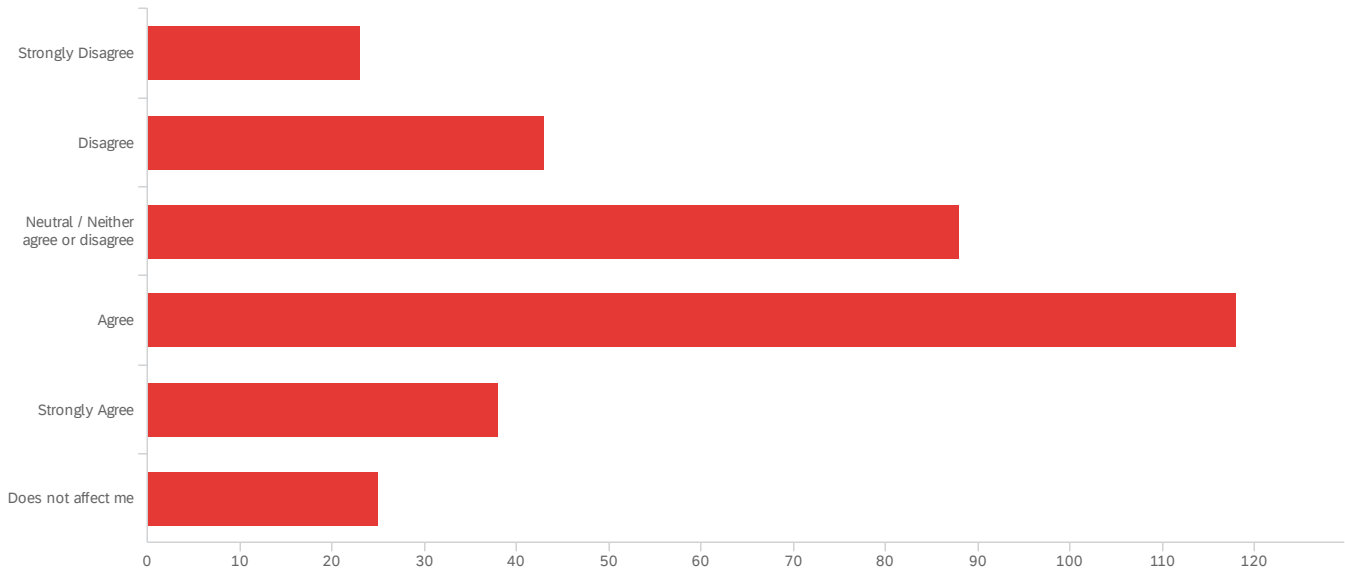
Comment on how implementation of these recommendations might affect your re...

Specifically, this recommendation would decrease the apparent focus on diversity and inclusion and be detrimental to recruitment of diverse individuals to my research group.

Does not impact me

Q5.2 - Recommendation #2: Create an Office Focused on Improving Recruitment and

Retention of Undergraduate Students. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #2: Create an Office Focused on Improving Recruitment and Retention of Undergraduate Students. Do you concur with this recommendation?	22.00	27.00	24.54	1.26	1.59	335

#	Field	Choice Count
22	Strongly Disagree	6.87% 23
23	Disagree	12.84% 43
24	Neutral / Neither agree or disagree	26.27% 88
25	Agree	35.22% 118
26	Strongly Agree	11.34% 38
27	Does not affect me	7.46% 25

335

Showing rows 1 - 7 of 7

Q5.2A - Comment on how implementation of these recommendations might affect your research program:

Comment on how implementation of these recommendations might affect your re...

I suspect such an office will lack a close connection to actual academic units. Whenever I have hosted either individual or large groups of prospective students from the Houston area, they invariably say the things learn about sports and other traditions through presented at the Rudder Tower central visitor center are interesting, but they are disappointed. Their primary reason to visit the campus is to learn as much as possible about options for academic pursuits, of which research can be an intimate part, ways of successfully approaching academics in a the university, and they want to gain an understanding of how they might personally fit into Texas A&M community.

This seems contrary to the idea of centralized advising. You want to improve retention but are removing a key component of individualized student engagement..

Answer similar to previous earlier question regarding benefit of undergrads

Recruitment and Retention of Students should be extended to graduate and professional students...maybe even focused there.

This is a waste of funds. Hire more faculty instead.

Research needs students, and we suffer from poor student recruitment, especially at the graduate level. I personally believe this must be addressed at the college and department level. I cannot imagine what a university-level office will do to help recruit graduate students into water resources engineering in the department of civil engineering. But, if they can do it, then ok.

One can't argue with the premise, but it is doubtful it will be very effective. If the desire is to make campus a more welcoming place for students that are currently underrepresented, then a stronger focus on acceptance, discourse, and standing up for what is right will go farther.

I do research on this, at the institution itself, as part of NSF grants. It would be great to have more students here from more backgrounds, as that seems important to student inclusion

This is a much needed endeavor that will increase the diversity of our undergraduate student body. The focus on retention services should be heightened, as providing services to first generation and underrepresented students, who face significantly different challenges than our more privileged students, is something that Texas A&M has not done very well at to date. One limitation of this office is that it should not only focus on undergraduates but graduate students as well. Perhaps the graduate student services section of this new office would be a small part, but it seems important not to overlook.

Allow academic advisors to remain in departments. Adding another administrative office does little except create a perception.

We have many more students applying than we can possibly accept! We also accept more students than we need! To improve research WE NEED FUNDING OF GRADUATE STUDENTS that is on par with that at our peer universities. Every year, our research faculty loses out on the admission of prime graduate applicants because our university DOES NOT FUND THEM.

No impact on research, but why only focused on undergraduate students?

With this recommendation, too, there is a significant gap between what is suggested by the top-level wording of the recommendation and what happens in its details. The disturbing aspect of the details is moving diversity, equity, and inclusion issues from a top-level university-wide spot and restricting that to only concerns raised during the recruitment and retention of students. The issues are important at every level of the university structure and affect research in a myriad ways.

Better and more diverse pool of students to work with would be good. Will the University back this initiative with money (e.g. scholarships?)

Comment on how implementation of these recommendations might affect your re...

Which students will we focus on? Implementation: Let's make sure that all Departments and programs are represented in the recruiting

Recruitment and retention rely not only on the "needs" of undergraduate students, which the sample of undergraduate students did not appear to adequately represent different programs, they rely on knowledgeable staff at the department level. I don't see why this could not be part of the Provost's Office as it has been in the past (if my memory is correct).

Do not expect any impact.

I thought we already have this. But, for certain in the College (CEHD) we have this as a Director position... it is good to have a focus on recruitment. Doesn't particularly affect my research.

Research can help with retention and vice versa by helping students feel they are connected and contributing.

Would there be recruitment of UG students interested in critical thinking and problem solving skills that support research, then sure, but the recommendations are arbitrary and could support or hinder any research program depending on how the recommendation was enacted.

I think graduate students should be considered here also

Is this not already being done by every college?

I don't you need to retain students at TAMU, those that leave do so for varying reasons, not related to the academics.

There are considerable programs for improving instruction that I generally do not feel are particularly effective. I personally feel that what improves recruitment/retention is a faculty that is committed to academics. Right now there are many faculty spread too thin as "research-first" mentality is eroding our ability to connect with students. Good faculty do both, but this is not encouraged or rewarded professionally. I'm not sure another big office is going to do this. It needs to be a more grass-roots approach. My efforts toward recruitment and engagement appear to be successful as I've recruited several students to our department through teaching, club advising, and recruitment activities. Most of these are volunteer and/or extra effort above requirements, but they do take time away from my research program. There are no awards or recognition for doing well in ALL areas of our positions (e.g., research, teaching, service). There are individual awards in these areas, but what we need is everyone to do at least a decent job in all areas. Most faculty focus on research and ignore the rest. This hurts recruitment and retention of students.

We really need improvements in this area, and some dedicated focus and resources would be good I think.

it is no apparent that this proposed change is a serious enough action to really change this University and make it much more inclusive and diverse.

Will not affect my research program.

This is challenging, since we need to TOP students to come here. I get diversity efforts, but go for the TOP 5% of Texas students, no matter who they are.....and work with departments. With literally hundreds of majors, I am afraid these efforts will get diluted and the departments that really need help will be lost to the larger programs that only want to get bigger.

We have already had admission offices for recruitment. Retention: why should the students be retended if they fail in the courses here? Infact, TAMU should decrease its size of the undergraduate student body.

Is this really necessary? Its about individual choice.

Is there a problem with retention or recruitment. I am not sure of the purpose.

Improving retention seems like a good thing, but adding an office is creating more administration and likely more challenges in communicating with students. Advisors and faculty should be trained in addressing student issues and given more opportunity and support for their efforts to help students through challenges they experience on campus. Adding more offices or administrators is not the answer.

Comment on how implementation of these recommendations might affect your re...

i like this but it must also include u=funding for retention otherwise we will bring diverse students in and watch them fail.

TAMU should focus on improving recruitment and retention of undergraduate students. However, a centralized office is likely to be less successful than supporting colleges and departments with specialists who know how to engage students in their areas of interest. Recruiting students passionate about research areas at TAMU helps TAMU be successful. "It is important to be strategic about undergraduate recruitment to ensure that TAMU's incoming classes reflect the institutional mission." This sounds like TAMU only wants certain kinds of students. Really??

no effect

Need data to show the impact, both positive and negative

More bureaucracy....

Done well, it could increase the quality and diversity of the student body and enhance the pool of students who might be involved in my research activity

no effect

Allowing centralized funds to support department-based decentralized recruitment and retention may be better

The recommendation sounds fine. I already work with undergraduate students in some research projects so it might promote better undergraduates to work with.

This should be done at the College level with coordination with the Academic Success Center.

Focus should be on URM students in particular.

Only if this office had representation in EVERY school.

We are already doing this at the departmental level. To create a centralized office with the power to impact retention would mean creating a centralized office with the authority to tell departments how to teach.

Programs do this already as a matter of survival. Centralizing and diverting funds...show me how it will work better?

This is important especially during COVID and is needed to expand diversity in student body.

Rather address any issues within current offices

The recruitment and retention of a diverse and talented student body will benefit research and teaching.

Improving quality? Diversity? Yes. Increasing the # of students? Not unless funding Welborn to go to 8 lanes.

ADVANCE is already in place, and that is what is doing regarding recruitment of students. Regarding retention of students, academic affairs need to work with the Department of Diversity to focus on a retention plan. Unfortunately, the environment on campus is not friendly for minorities, and many leave.

While enhancing recruitment would obviously likely improve on quality of students, our recruitment and applications numbers are already very high from across the state of Texas and US. I fail to discern the necessity for substantial financial investment, particularly when university admissions operations has already been significantly re-organized without any faculty input on the utility of such reorganization.

Comment on how implementation of these recommendations might affect your re...

This is certainly needed, as most of our brightest students out of undergraduate programs are looking for other places for their future graduate studies due to much better conditions/packages offered

This should be strongly focused on URMs

I believe that this is better pursued by individual colleges rather than the university.

We are losing students through competition with other educational entities. We don't need an office focused on this issue to tell us that, and creating an "office" just contributes to bureaucratic bloat. We need to instruct our academic departments to value teaching as much as research. We need to lower IDC rates, and restrict faculty research to 50% effort. It is just that simple.

Our biggest problem is that students are not prepared when they come to TAMU: we are setting them up to fail: "access without preparation does not equal opportunity" What we need is greater efforts to work with high schools so that their curricula are better aligned with what TAMU needs/expects. We should partner with High school teachers so that they can help us with the freshman curriculum and we can help hem with theirs so that the two are aligned this will improve the pipeline for al

unsure

Would help for accountability across units and make success and challenges visable.

Technically it may be difficult since each department or each major trains different students to approach their career goals considering the TAMU is a large one.

There are significant issues with undergraduate and high school student participation in research. A central office should help ameliorate them.

A&M already does this sufficiently-

From the recruitment perspective, there may be some merit; but from the retention perspective, that needs to be addressed at the department level.

I agree with this recommendation HOWEVER do not agree that the Office for Diversity should be focused only on students, which seems to be the intent in the report.

It is not a bad idea, but this counters the rationale for creation of such an office: overall university culture. This should instead be a task force within the President's office.

Sure this seems fine. If it is effective at recruiting minority students- and grad students in particular. In the life sciences minorities are strongly underrepresented - and it would improve all our research programs to have a diversity of individuals, with divdersity of though and ideas.

This looks like it will add cost and I'm not convinced it will be successful in its mission.

Will help elevate research that is focused on HSI status and improving student retention is directly tied to this effort.

This seems like a good idea

Each College should have this position. It is a matter to evaluate periodically their performances. Each College has unitque recruiting and retention needs. Our College has an entire unit for this purpose, and it works very well.

An office for recruiting would be fine, as long as the focus is on recruiting highly meritorious students. The retention of students should be determined by how they perform in their classes. If there are extenuating circumstances outside academics then there are existing offices they can go to.

Comment on how implementation of these recommendations might affect your re...

My research program won't be affected by this.

This results in a proliferation of central administration for issues that are local to each department. Why do so many people leave engineering? They can't handle the physics and math requirements. We expect to see attrition here. Engineering departments have solutions to this: they can offer tutoring services in those disciplines and more careful academic advising so that entering students know what they are getting into. And, we need a way for students who really shouldn't be engineers to have a way out. Why do students leave education? They don't have the content knowledge and they lack the large number of interpersonal skills needed to be successful. The solution for them is not physics and math tutoring! Local problems require local solutions, not another central administration office. With regard to recruitment, we have to understand why our student population is not matching demographics of the state--which may be an economic issue. We can't just recruit more if those students cannot afford to be here. Unless we're willing to provide funding or other supports, recruitment alone will do very little to solve the problem.

This has not been demonstrated to be a problem, we have record enrollment.

We already have too many students.

diversification and retention of our undergraduate students is an important goal for the university.

No impact

The report did not show the data for which this conclusion was based, therefore I do not trust its veracity. Why do we need this? What would be different now? Or is it to maintain appearances?

I thought we already had this?

Strong undergrads are critical to the success of work in my laboratory. We often have undergraduates engaged in the research process.

I put neutral because I think the office is important, but I don't like how this VP has both undergraduate stuff and community engagement stuff. It seems to be way too much to do well.

where would resources come from to support their mission and why would not be better to pass those resources to departments?

This aims to better match the demographics of TAMU students to the state population as a whole, certainly we need efforts in that direction.

This is the job of departments !!

But who runs this office? How will it be steered?

N/A

Cannot hurt

Too many administrative units and too many administrators!

But where is the focus on quality and academic standards.

Waste of money.

To continue to ignore the culture in which students and faculty must work is a disgrace. Demoting the Vice Provost for DEI issues is embarrassing and indicates that this administration does not care about these issues.

Comment on how implementation of these recommendations might affect your re...

Isn't this already being done?

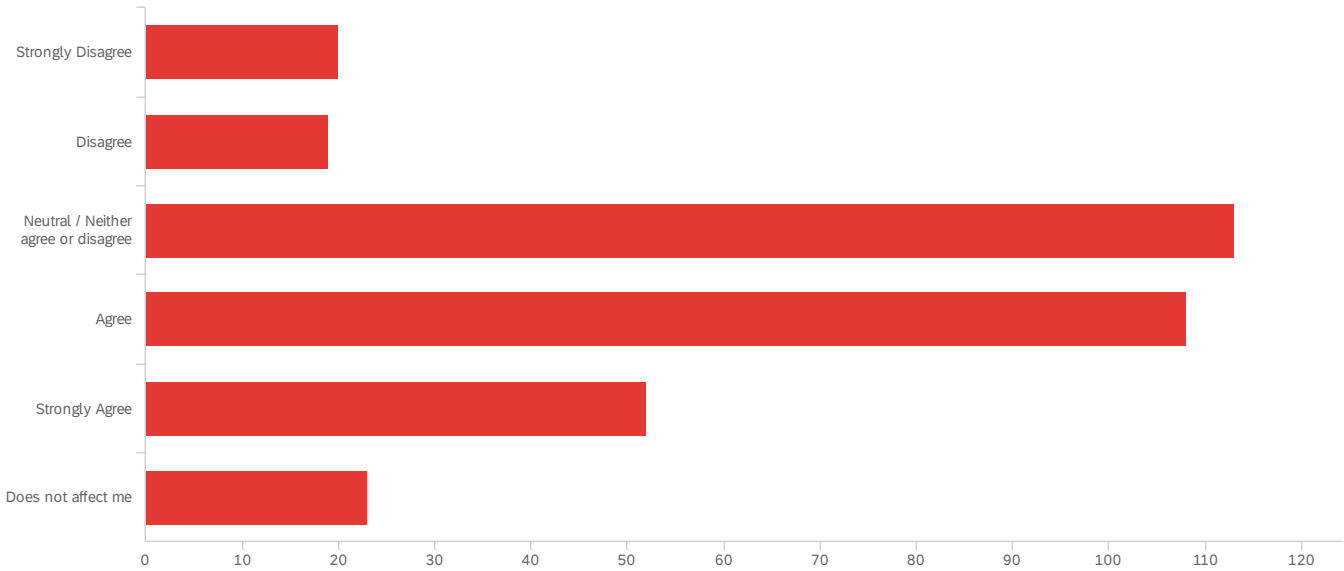
NA

Q5.3 - Recommendation #3: Sunset community-focused programs that do not

adequately serve the needs of the community and establish new programs to best support

the shared mission of TAMU and the state of Texas. Do you concur with this

recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #3: Sunset community-focused programs that do not adequately serve the needs of the community and establish new programs to best support the shared mission of TAMU and the state of Texas. Do you concur with this recommendation?	22.00	27.00	24.66	1.19	1.42	335

#	Field	Choice Count
22	Strongly Disagree	5.97% 20
23	Disagree	5.67% 19
24	Neutral / Neither agree or disagree	33.73% 113
25	Agree	32.24% 108
26	Strongly Agree	15.52% 52
27	Does not affect me	6.87% 23

Showing rows 1 - 7 of 7

Q5.3A - Comment on how implementation of these recommendations might affect your research program:

Comment on how implementation of these recommendations might affect your re...

This has all kinds of lack of transparency going on

Increase enrollment

It's always good to eliminate ineffective programs. The administration of those program should always disappear as well, not just shuffled to other programs.

It makes sense to match services with needs. But, surveys are a poor way to determine needs. There are many people served by a diversity of programs who will not fill out surveys. I really did not want to fill this one out -- I assume none of my comments will ever result in meaningful input to this process. Why should we let the fate of our many outreach programs depend on the results of a similar survey?

A strong TAMU presence in communities around the state helps campus morale and creates novel collaboration opportunities. AgriLife Extension has experts in aspects of community engagement. Why not work with them?

This recommendation and rationale is vaguely worded. It sounds positive on the face of it, but without details on what this means and who it might affect how, it is difficult to concur.

This finding was really vague. As written, who would disagree to sunset programs that aren't working? This seems obvious. However, these programs were not named, and so it seems to give carte blanche to whoever gets to decide which programs to cancel. That could be dangerous. I think this recommendation needs to be more specific.

The report says nothing about which programs would be "sunsetting," so we have no idea what we are agreeing to or what impact it could have on research.

Sounds great, but what about the implementation?

How will these programs be identified? Is this just an opportunity to get rid of tenure track faculty?

How will these be assessed? Community engagement is a big part of education.

The conservative community in BCS may not be welcoming of critical thinking and evidence based findings. The report mentions TAMU Health - recommendation mentions mission of TAMU and State of Texas, but look at our vaccination and mask policies.

I am very skeptical of this recommendation. I am involved in community-based work, and we have been very successful. I collaborate with others who do so as well. However, we have had our detractors and critics. We have proved them wrong over time. But if they were in a position to convince some administrator that our work was somehow "not in the best interest" of TAMU this could have taken a very different turn. Who makes this "determination" and who defines a "community-based program" and who decides if it "supports the shared mission of TAMU and the state of Texas"? This recommendation is open to hostile subjectivity, and has the potential to harm innovative work that might go against the grain or whims of those doing the "determinations."

This is really vague, but it sounds fine in principle.

Will not affect my research program.

Comment on how implementation of these recommendations might affect your re...

This recommendation says to wipe the slate clean and start over with new organizations that serve someone's definition of the shared mission. It is for all purposes a replacement, nothing less. Why is this being done and whom makes this decision and whom defines what is best? This is important and it is not addressed.

Again, is this activity really necessary, serve a purpose or bring value????

My opinion is that some of the reasons these programs were not adequately serving the community is because they lacked the thorough, deep and continued support of TAMU. If the new programs will have better support, then perhaps this is a good idea. If it will be a rebranding and renaming of the same activity, then this is worthless and comes across more for optics and less about truly serving the community.

I am not sure how much resources go to this but what little community focused programs there are, they should be kept.

Community programs are as important as ever and we need more, not fewer of them. Salvaging ones that have a history of success, even if not currently at their peak would be useful. Communities know programs that worked and convincing them to try out new programs may be more challenging than resurrecting older ones.

No details are given for making a decision

there is no detail concerning how assessment of "adequately serving the needs of the community" will be done, therefore this suggestion appears to be an excuse to kill programs President Banks does not like

Which ones don't? What metrics will be used? Too unclear.

No information provided as to which programs will be "sunset".

no effect

There is an insufficient evidence base to substantiate this recommendation. How do we know these programs are not meeting community needs?

Community programs run by a public land grant should not be assessed by whether they "best meet the needs of former and future Aggies."

management-eze blather. this is already happening. the recommendation is cover for implementing wholesale changes in a short time instead of thoughtful review of programs on an on-going basis

This depends on what is being targeted. DOing away with outreach programs would not be good.

It depends on how programs are being evaluated (financial gain? improvement of community relationships? What is the measure?)

But what is the metric by which one decides what "adequately serves" means? It sounds like this will be decided at the level of the President's office.

I do not know to which programs this recommendation refers.

Which communities are we referring to? Without specific information, hard to evaluate the potential impact of the proposed action.

this is a pretty biased statement. Who is deciding whether or not the programs adequately serve the needs of the community?

This seems like a license to start chopping away at faculty-designed curricula and programs which have long held deep value to the university, system, and state.

Comment on how implementation of these recommendations might affect your re...

customer base must be the final say on what best supports the mission of TAMU and the State of Texas. triple check that programs are no longer useful before sunseting and do not arbitrarily dictate new programs.

How would "adequately serve" be defined and measured?

While inadequate programs should be re-evaluated, this is so vague and raises concern about who is making this evaluation of adequacy. I work with community members and organizations, and think there is a LOT of room for improvement (coordination of efforts would be wonderful). However, without knowing the specific programs, I can't support sunseting them. Other places in the report reflected lack of value for offices and resources I find very valuable in my research.

Not sure what would 'go' but if services are included could lead to problems.

This is a necessary revision, especially within AgriLife

I think that the faculty has their research based on the awards they get from many agencies. If they get the money, I think it is worth respecting them, so I believe the university can add to those programs but not eliminate them when TAMU does not help fund them.

This would be a good thing; we need to be very progressive and forward looking on new emerging areas in education, research and all other areas

Community focused programs should fall under state agencies like TEES or Agrilife

The more this university distances itself from the government of the state of Texas, the better it will serve the needs of the students. The mission of TAMU is education.

As it appears that "centralization" and "shared mission of TAMU" each create centralized control, I am not in support of this recommendation. Who gets to select or identify which community programs will be eliminated, and using what criteria? Similarly, who selects the new programs and determine the "shared mission of TAMU"?

I'm not sure what this even means. So community programs are very productive. Engagement is absolutely critical. NSF, for example specifically asks about broader impacts which include community-focused programs.

who decides is the question.

Basic good management.

Not clear what programs will be sunsetted or what programs will be developed.

this needs to be examined on a case by case basis

In general agree- but extreme care must be taken not to disrupt undergraduate and graduate education while doing this. Graduate students are the lifeblood of our research programs and they should not be worrying about how these consolidation and sunsets affect their progress in graduate school.

What are the metrics to evaluate such programs? If we don't have a good system to measure the performance, how do we know what we could do to improve? Instead of removing those programs, can we fix them?

Potentially more relevant research opportunities, especially for junior researchers and graduate students.

The programs at this land grant institution needs to reflect the demographic changes and makeup of the state: HSI and inclusive research and teaching missions.

Comment on how implementation of these recommendations might affect your re...

TAMU is a land grant university and our DUTY is to serve the state and its needs, even if those are not directly aligned with the university's "mission." I honestly feel uncertain what the university's mission is at this point.

Will increase research visibility with the community

Improving the culture around campus may help attract and retain faculty and this will benefit the overall research enterprise of the university.

A significant portion of our professional education is done at external clinics in the community and we would welcome inclusion of interprofessional programs from other colleges.

This recommendation is highly vague. It's hard to know if this has any connection whatsoever with research.

The only reservation is the perception that a very small group may decide which groups serve and do not serve our communities.

Sounds like more beaurocratic bs

I'm not sure how community-focused programs are being determined to not adequately serve the needs of the community vs. those that do...

In general, I am leary of the leeway this program could have. "do not adequately serve" seems extremely non-specific. While I understand it was likely simplified for the survey, I would place an extremely, extremely high burden of proof to sunsetng a program that it is indeed not effective, including accounting for more than the adequate time a program might need to be effective.

This could impact applied research areas. Some of these may have national importance and substantial funding but if they do not impact Texas we might not participate. Seems very narrow minded.

If so, why to bring back aa school of journalism? Where are the jobs for the students?

Since they do not say what programs or what the criteria will be I can't agree with this.

This is a cryptic recommendation, since it does not specify which programs will be eliminated.

I don;t know what this means

Link these with medicine and nursing.

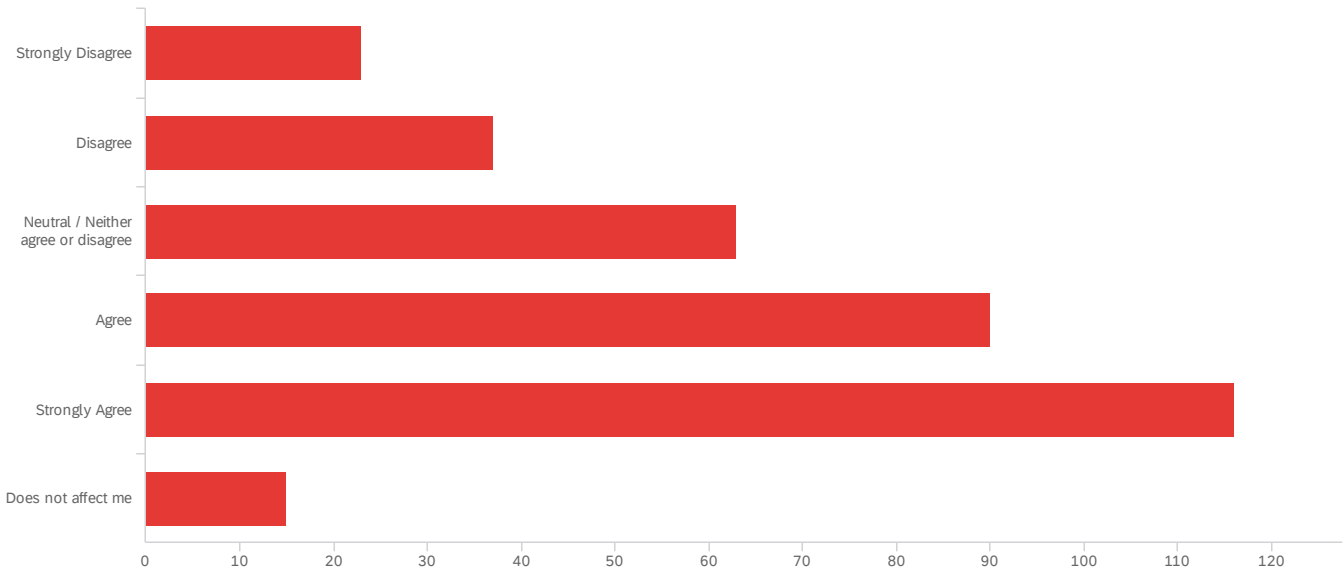
Of all the recommendations, this one seems the most ambiguous b/c there are no specific units discussed.

Need to know what specific programs this targets and what replacements are envisioned

I don't even know what these are.

I would need more details to position myself. Which programs will be sunset?

Q5.4 - Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #4: Invest in cultural centers, including a performing arts center, a museum and hospitality center, and campus gardens. Do you concur with this recommendation?	22.00	27.00	24.83	1.30	1.70	344

#	Field	Choice Count
22	Strongly Disagree	6.69% 23
23	Disagree	10.76% 37
24	Neutral / Neither agree or disagree	18.31% 63
25	Agree	26.16% 90
26	Strongly Agree	33.72% 116
27	Does not affect me	4.36% 15

344

Showing rows 1 - 7 of 7

Q5.4A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

It is important for the university to be a center of excellence in all regards. Culture goes hand-in-hand with academics and research excellence. Look at the University of Illinois at Urbana-Champaign as an example with Kranert Art Center.

While this does not affect my research programs in Plant Sciences, this is an excellent additions; will position TAMU to become a more inclusive, open and well-recognized University that addresses the well-being of the students (and faculty-staff) to be part of arts and human studies.

This would help attract high flying faculty who come from diverse urban areas.

This will facilitate research collaborations and attract high quality faculty to College Station.

If we need surveys to decide if our existing services are good, then don't we need a survey to decide if these new things are needed. Be consistent. Personally, I would certainly value performing arts center, a museum, and campus gardens. But, are these wise investments for the betterment of the university? We have good versions of all of these already. Invest instead in transformational infrastructure to support research and teaching.

A good idea. Don't let them take the topsoil away when they build it.

Beautifying and upgrading the community is critical to making this a place that people from all over the country/world want to come. Arts are critical to this and has been severely lacking in our town. Very few murals, bright colors that serve to inspire.

We are a teaching, research and outreach institution - not a chamber of commerce. However, if partnerships with B/CS city councils, local business, etc. could be used to generate funds to cover these luxuries then it might make sense.

This could strengthen community relations and elevate the reputation of arts and humanities, which could be a benefit to CLLA research. But where the funding would come from, and whether we have the population to support a performing arts center, are concerns.

This should not be done independent of existing academic units in related fields.

Encourage local community interest groups, not just at the student level, but in ways which will also promote a sense of community, interest, and belonging that will aid in faculty retention.

There are strands of my research that are arts-related and that would be enhanced were these more rich units on campus.

However if we were talking about investing in research centers the next sentence would be so how can these become self supporting....so how can these become self supporting? Or maybe this sentence should not be applied to everything including research centers.

This sound good, but TAMU would be better served in using dollars to support students and faculty. My suggestion is look at the resources that we currently have and how those same resources can be better incorporated into a plan.... rather than trying to create a showcase without adequate input.

Do not expect any effect.

Does not affect my research.

Comment on how implementation of this recommendation might affect your rese...

A science museum could help students connect their research with public outreach

Strengthening the cultural offerings in College Station would certainly be a positive thing, but is not directly research-related.

If A&M and CS want to be able to recruit and keep high quality faculty and staff, the investments in life quality are imperative.

Infrastructure at off-campus facilities is in dire need of repair. The use of funds for additional facilities when current TAMUS property is not maintained adequately is irresponsible.

I am fine with this. I don't know where the money will come from, and I hope it is not siphoned away from research dollars and support programs.

The campus is too large to make such things accessible to most, hence will be a funding sinkhole. If we had a Fine Arts master degree, such things would make sense.

This would improve everyone's quality of life and help with student and faculty retention.

It would be nice, but not sure big of an impact it would have and whether that would be the best use of resources.

May help recruit graduate students and postdoctoral researchers.

I find these investments do not really help students....only to attract alumni and donors.

Celebrating Black and Latinx culture is important and the whole campus celebrates White culture. If we are serious about being a campus for all Texans, we need to change. I'm less certain about performing arts. From a personal level, I would like more cultural events. From an institutional level, I think stick to what we are good at.

We already have most of those, but many people do not know that since it is not promoted very much. Why not just improve the promotion and upgrade facilities as needed?

The mission should be education and training. There are limited resources and these should not be used for social projects.

This seems to be done in a way to placate the voices asking for improvements in DEI and recognition of the institutional bias and racism that exists at TAMU and among so many current and Former Students. Of course more gardens and museums are a good idea. But it seems hollow without addressing some of the other issues, and hoping that the creation of cultural centers smooths over the rough edges.

A natural history museum would greatly enhance undergraduate and graduate student training in my field and elevate our ability to interact with the community. It would also provide infrastructure for community activities that would be part of broader impacts sections of NSF proposals. This campus used to have a natural history museum, but it closed long ago.

This would greatly improve campus life and invite more community members to come to campus.

we are too close to Austin and Houston to ever be a cultural center, and the overriding opinion seen around town is to keep College Station normal - this means no art. as someone who has lived in LA, NY, Boston and Philadelphia, i urge you to stop pretending we can be that kind of cultural center. focus on the galleries we have (which are good) and elevate their presence on campus. i do like the idea of a hospitality center and campus gardens, those would be a nice addition.

The university used to have a natural history museum -- the state legislature defunded it in the 1950s. We should bring it back.

The new centers to be invested in sound like they would attract more families! A museum of natural history - that's as family oriented as it gets. This recommendation is not logical.

Comment on how implementation of this recommendation might affect your rese...

Assuming this does not negatively impact other budgets.

Any investment in such activities would be beneficial to TAMU

no effect

This would be a key factor in retention.

it will allow TAMU to attract higher quality students at both the undergraduate and graduate level. this will enhance the pool of students I can recruit to assist in my research activities

This is a laudable aspiration if the funds are available. If they are not, we will be paying from operations funds, which will affect research.

Making TAMU & B/CS a nicer place to visit benefits us all. Makes a good impression on visitors. Makes it easier to schedule meetings/workshops/conferences here. Etc.

Seems frivolous when we should be deepening the research mission and investing more money in research programs???

Yes! We need all of this.

These sound wonderful but likely will have no impact on my research. If they succeed in retaining and recruiting better faculty, that could help, I guess.

TAMU needs a state-of-the-art natural history museum on campus for the benefit of research, education, and importantly, public education/outreach and community development.

It's about time! No major R-1 university can be truly successful without fully embracing the humanities, specifically fine arts.

Agree with elevation of all of the arts. This is good for all the STEM fields as well. The teaching gardens made a huge mistake by localizing on the far west portion of campus -away from even west campus academic buildings. Far better to integrate arts, beauty, and park-like spaces all over campus.

This could help with recruiting and retention, especially grad students, post-docs and faculty retention.

My research is fundamentally concerned with the health and wellbeing of our local community. This recommendation seems ill informed. the assumption that theaters and gardens and things on campus would improve community connection reflects an absence of knowledge about the local community. As someone who engages members of the local community in research, I can tell you that there are numerous families who have been in BCS for generations yet have never stepped on campus. This is not for lack of pretty things on campus. There is a real history of exclusion and even harm to members of the local community that must be recognized. The way forward will have to include moves from the University to rebuild broken trust. It will involve us going out into the community (not just trying to bring them on campus). I also worry about the definition of community. For me, this includes individuals (and not just local businesses) who live in the areas surrounding the university (BCS). The university must recognize the impact (some good, some bad) it has had on members of the community. I think there is a real opportunity to lend the considerable expertise of faculty at the university to improve some of the most pressing issues facing our local community. From my conversations with community leaders and individuals, it seems clear to me that there are much more dire needs in our community for which the faculty have expertise and could really make a big difference. I want to see us using our expertise in ways that could help meet the needs that seem to be of critical importance in our community (food insecurity, lack of affordable housing, lack of transportation options, structural racism in our local laws, practices, and policies that serve to further disenfranchise certain segments of our population).

Could these things end up reducing \$\$ for research

This is nice and all, but can be done poorly and is not a replacement for student/faculty/staff morale...

This can help with networking, hosting sponsors or hosting conferences on campus.

Comment on how implementation of this recommendation might affect your rese...

The deficiency of this recommendation is the lack of mention on diversity

I believe the university has most of the cultural centers the consulting firm recommends. TAMU spends a lot of money on landscaping, and maybe the money they will use for those new centers can be used for scholarships and TA and RA positions.

We already have such facilities, and these may be renovated, improved, expanded if useful. But if this means new facilities, than they do not help my research. Let us focus on improving what we have rather than building new.

this would also be a good thing to pursue

It will help with faculty and student recruiting and retention

Although I do not feel strongly in either direction, how will a campus gardens improve our educational mission?

Potential waste of our limited resources. Might be beneficial, but it is not ranked in the context of other needs at TAMU.

This is much needed. Our campus is so barren with large spaces mostly paved over and with no trees . Currently concrete is the fastest growing material at TAMU. A well shaded campus garden that can be used year round would be fantastic. It will also be tremendously useful for improving fitness

We already have Rudder, and our job is not to make a museum - it is teaching and research

All sounds good, although time and money intensive. Will not affect my research

There should be some joint input in what kinds of performing arts should be cultivated.

Not at all, but it would make the University better.

Will improve the overall education of all students.

Having these resources would help with faculty recruitment and retention, and bring more people to campus. HOWEVER i do not think this should be prioritized at losses to research programs and investment.

some of this is already done/being done though, no?

Will generally make the town better, bringing in a diversity of faculty and students- and this is good for all of our research programs.

Sounds like more added cost. Is Rudder not a performing arts center?

As a member of the community, great. But, that is not our mission. That is fringe. Focus resources on our mission - discovery and creation of new knowledge, dissemination of knowledge, preservation of knowledge. It isn't that complicated. Keep the main thing the main thing.

Enhances recruiting.

Performing center would elevate our cultural mission. HSI center or Afro-Latinx/Latinx Center would send strong message of inclusivity. Research centers that reflect the international, global mission of TAMU would be good investments.

A museum? What does that even mean? What would it focus on? This is so vague and does not seem to be an adequate use of funds for things we already have in some capacity.

Comment on how implementation of this recommendation might affect your rese...

For a school of its size, TAMU has incredibly sad selection of art and museum activities, and the campus gardens are not at all reflective of what it could be. It's one of the ugliest campuses right now

This would be a plus for the campus as long as the funds needed did not detract from academic and research programs.

Will make this campus feel more like a university with some character

Again, investing in cultural centers can significantly improve the environment around campus and will thus benefit the university in its recruitment efforts.

This is lovely and contributes to a more vibrant campus community, but at what cost? Campus museums are not well utilized unless they have a very specialized niche, and I feel like this recommendation was added to make A&M look like other universities.

It is almost as if the consultants didn't tour existing facilities.

This can not come at the expense of separating the Cushing Memorial Library and Archives from the rest of the University Libraries. The Libraries are on the forefront of digital library development work and developing new technology and standards for the discovery and interchange of digital objects. It would be extremely detrimental to put barriers in place between Library units that are researching in this area.

These types of amenities add to our community and make it an attractive place to live for prospective employees.

Already have that

I am free that there is a cultural arts drought in the BCS area, not sure that these investment will compensate for lack of other investment such as proper research infrastructure support for graduate scholarships and research faculty.

Would not impact research, but would contribute to positive culture.

We already have all of the above- why do we need more? If we have them, we should maintain them- but that wasn't the question.

The Coord Board may not approve new programs in these areas. We have been denied before.

This could make recruiting post-docs and graduate students less challenging. I have lost post-docs to areas of the country that they see as more attractive places to live (primarily both coasts and parts of the midwest) and this may very well help in recruitment endeavors, which in turn impacts research.

Access to arts and culture are always important. Then why did AM ejected the Confucius Center? (just a joke).

All QoL improvements that are sorely needed.

Most of this is already available. There is no need to reinvent the wheel. We should supplement what we already have.

I agree with the performing arts center, maybe the museum not the other fluff

As long as the entire A&M community has a voice regarding the content and cultural scope of these offerings.

N/A

Comment on how implementation of this recommendation might affect your rese...

Could be good. Culture has never been a strength of the campus. Brazos Valley Museum of Natural History was set up long ago with active participation of faculty, but lacked institutional support. I would hate to see that institution undercut, but perhaps it could be elevated and brought into the university.

We've already done a lot of this. How about fixing infrastructure? You can only defer maintenance for so long.

waste of money

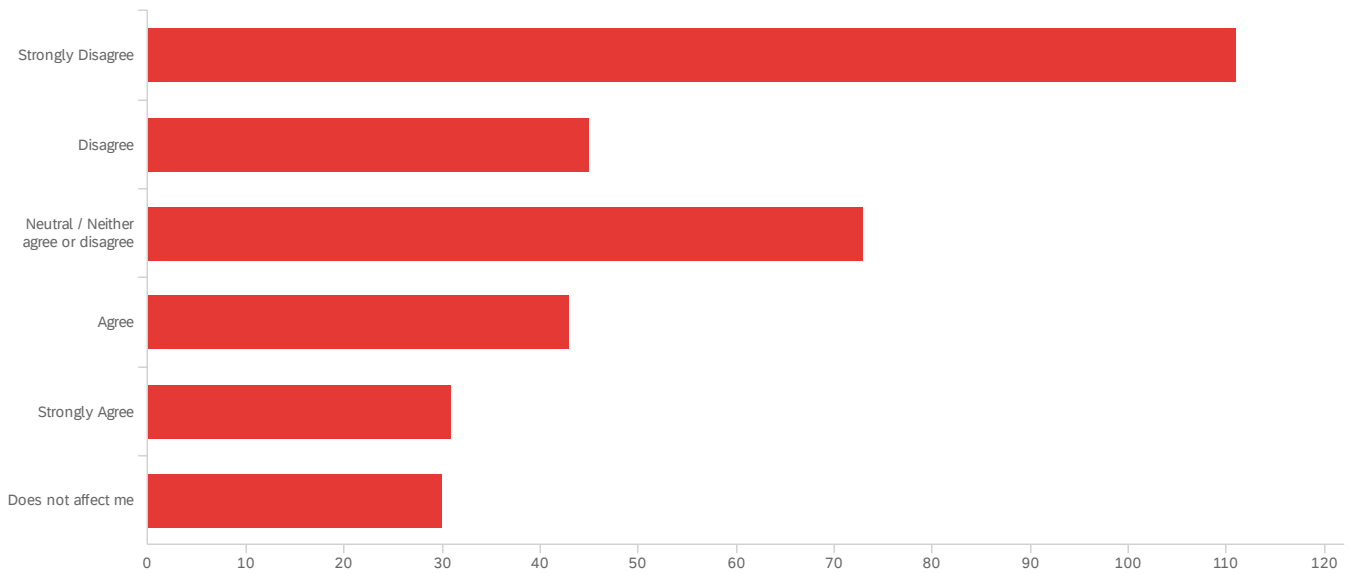
This money would be better used to support research and education.

I already utilize resources such as this (The Gardens) in my undergrad teaching. More unique ways to engage students are critical.

Any investment in cultural centers will increase attractiveness of campus and university for young researchers and we will have more great PhD students to work with.

Q6. Section IV. Academic Realignment

Q6.1 - Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #1: Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences. Do you concur with this recommendation?	22.00	27.00	23.78	1.65	2.73	333

#	Field	Choice Count
22	Strongly Disagree	33.33% 111
23	Disagree	13.51% 45
24	Neutral / Neither agree or disagree	21.92% 73
25	Agree	12.91% 43
26	Strongly Agree	9.31% 31
27	Does not affect me	9.01% 30

333

Showing rows 1 - 7 of 7

Q6.1A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

The proposed merger has several fundamental problems. BIOLOGY The proposal is correct that Texas A&M University has a number of departments that focus on biology and some consolidation is appropriate for both academic and financial reasons. But the plan in the proposal is backwards in its approach. Rather than removing Biology from the current College of Science (or a future College of Arts and Sciences), Texas A&M should strongly consider the proven, successful models of other universities that incorporate a strong central Biology programs in Arts and Sciences, and retain only specialty Biology in other specialty Colleges such as Agriculture and Medicine. It seems inconceivable the plan's proposed approach is correct while all of Texas A&M's aspirant universities are wrong. To be a real cornerstone of a university, true College of Science or College of Arts and Sciences have an effective Department of Biology. The proposal's oft repeated example of the College of Literature, Science, and the Arts at the University of Michigan is home to the Biology Dept, Biophysics Dept, the Biological Station, Ecology and Evolutionary Biology Dept, the Museum of Natural History, and the Undergraduate Program in Neuroscience. Indeed, the top universities in the USA include their primary Biology program in Arts and Sciences: the Faculty of Arts and Sciences at Harvard University (Bioengineering Dept, Organismic and Evolutionary Biology Dept [aka BIOLOGY], Stem Cell and Regenerative Biology Dept), the School of Humanities and Science at Stanford University (Biology Dept, Biophysics Dept, Human Biology Dept), the College of Science at M.I.T. (Biology Dept, Brain and Cognitive Sciences Dept), the College of Letters and Science at the University of California, Berkeley (Integrative Biology Dept). Consider Texas A&M's peer institutions: the College of Arts and Sciences of University of North Carolina at Chapel Hill (Biology Dept, Biomedical Engineering, Psychology and Neuroscience), the Eberly College of Science at Pennsylvania State University (Biology Dept, Biochemistry and Molecular Biology Department Dept), the School of Arts and Sciences at Rutgers University (Biological Sciences Program, Cell Biology and Neuroscience Dept, Genetics Dept, Molecular Biology and Biochemistry Dept), the College of Natural Sciences at the University of Texas, Austin (Integrative Biology Dept, Human Ecology Dept, Nutritional Sciences Dept), etc GEOSCIENCES The proposal offers minimal discussion of the College of Geosciences other than to merge it into the new College of Arts and Sciences. By their very nature, the departments and colleges that make up the university have different philosophical outlooks and require different curricula to approach their disciplines. Texas A&M is unique among state supported university in Texas in that it has land-grant, sea-grant, and space-grant missions, and the College of Geosciences has departments that support these special missions (as AgriLife and Engineering also support State of Texas missions). Perhaps the only other comparable land-grant, sea-grant, and space-grant state in the U.S.A. is Pennsylvania State University, which has a College of Earth and Mineral Sciences. Both Texas and Pennsylvania are heavily reliant on Earth resources and will be for the foreseeable future. The departments in the College of Geosciences have long histories of being recognized as as leaders in all of their disciplines. Recognized excellence in the focused area of earth sciences enables the departments in the College of Geosciences to attract top students and faculty, which leads to academic and research success while contributing to the stature of the university. The model of a College of Geosciences is a good one for Texas A&M. If present state of the College of Geosciences is not viewed as functioning well at the present time, these changes may help: put in place geoscience leadership with a vision and plan for a vibrant future, instruct the admissions office of Texas A&M to increase the annual target numbers for admitting undergraduate students into each of the departments of the college, and institute a plan of faculty hiring that precedes or keeps pace with the increase in student enrollment prior (no lag), so concurrent growth of research and teaching activities in the college will grow occur.

This is pretty common at peer institutions - a single college of arts and letters.

I work with colleagues in Geosciences and I cannot imagine how this merger would help them. In fact, I can imagine them developing all kinds of bad feelings toward Engineering as a result.

While I Agree, it does not affect my program

getting rid of the college of geoscience would guarantee we lose IODP and our stakehold of a leader in Geosciences in the state whose economy heavily relies on the Geosciences.

Just because our "peer institutions" do something a certain way, doesn't make it better. I agree that certain Colleges could be managed more effectively. However, creating large complex Colleges with a student body the size of A&M could completely dehumanize the College experience. We must make sure students have an immersive, engaged experience and that doesn't happen when they are treated like herding cattle. The opportunities for research would be almost overwhelming in megadepartments.

I generally agree to the plan, however, I do have concerns on IDC returns. I hope the IDC return to PI remains the same % (higher % return is always welcome).

The report does not justify this merger.

Comment on how implementation of this recommendation might affect your rese...

This will result in a couple of years of chaos and institutional paralysis. After that, the administrative "leadership" positions will multiply whereas support services will be cut, resulting in more paperwork (promotion dossiers, reimbursements) being pushed down on faculty. The fact that half of universities have the colleges combined is not a strong rationale for making this disruptive change. The report could not identify any tangible benefits of having a big college. It ain't broke, so don't fix it.

I am in engineering and collaborate significantly with faculty in Geosciences. This is easy because all of the administrators in geosciences understand how my research meshes with what they are doing and prioritizing. Moving the leadership to a much more general dean and assistant-deans will make this more difficult. Maybe joining the two sciences makes sense, but Liberal Arts should remain autonomous. They serve a very different, and extremely valuable purpose at A&M. Making one college will make it difficult for these programs to continue to meet the needs they are meeting.

I collaborate frequently with the College of Liberal Arts and find that the faculty are highly collaborative and receptive to interdisciplinary work. I hope that, should this merge happen, there will continue to be space for interdisciplinary work beyond the college.

This is a very bad idea. Pedagogies and epistemologies are very different, as are the students. If anything, have programs where arts, sciences and geosciences can be brought together collaboratively and develop incentives for their faculty to pursue interdisciplinary work without being penalized in the P&T process.

Like most of the recommendations of the MGT report, there is little specificity on how this recommendation will be carried out, and no evaluation of consequences. I can only be sure that this will cause my service load to increase and thus take even more time away from research. It is not my responsibility to attempt to forecast how this might affect my research. It was MGT's responsibility to have evaluated how these recommendations would affect the research missions (and teaching and service also) of the units before coming to their conclusions.

This could have either a positive or negative effect on my research program, depending exactly how it is implemented. The MGT report is very vague on this issue.

I will focus my response on the incorporation of the College of Geoscience into this new College of Arts & Science, as I am a part of the College of Geoscience. Regarding the College of Geoscience, many of our best peer institutions (Penn State University, Oregon State University, University of Washington, etc.) do NOT have their Geosciences programs integrated into Arts & Sciences; instead, they have separate specialized units in Geoscience or Environmental Science. Thus, the peer institution argument does not apply to Geoscience. Critically, field research is the heart of Geoscience, and if incorporated into the new College of Arts & Sciences, we will be the only field-going departments (especially if Biology is moved out). This presents many problems: much of our current College funding is directed to high-impact learning activities for students going into the field, our T&P procedures are interpreted based on the additional time & effort it takes to go into the field, and field-going opportunities are key to our student recruitment and retention. Having a separate College unit that can prioritize this is what makes us (and our peer institutions) stand out beyond combined Colleges of Arts & Sciences. From a research perspective, the College of Geosciences hosts the larger single grant to Texas A&M University (\$350M over 5 years = \$70M per year) in the International Ocean Discovery Program (IODP). There is question about whether this program would be renewed at Texas A&M University without a dedicated College commitment to Geosciences. Of course we can't know anything for sure, but the limited administrative ease that we might gain from this merger is not at all worth losing IODP, which puts Texas A&M on the international map with respect to Geosciences. Along these lines, there are unique federal agencies (NASA, NOAA, USGS, etc.) that the College of Geosciences seeks funding from, and our professional development of upcoming faculty and students is integrated across our college unit to focus on these agencies. Keeping us together in this structure is key to the development of our faculty and students, and it encourages cross-collaboration across our College, which is common. I will refrain from commenting too much on the combination of Liberal Arts & Science, although I will note that many of our peer institutions cited in the MGT report had Colleges of Arts & Sciences from the start; this doesn't mean that it's wise for us to transition to that form, as a transition of this size has been shown to be difficult at other institutions. The implementation challenges here might make it not worth the effort.

If done correctly, this could strengthen all of these colleges.

Unclear how this will affect many things, because no input sought from leadership or faculty.

This model has worked elsewhere; that does not mean it will work here. Had the units involved expressed interest, I would be more favorably inclined. Should a merged college adopt a single metric for department and faculty evaluation -- that metric undoubtedly derived from STEM -- CLLA departments will be at a disadvantage, and research support could be curtailed. Far from making CLLA stronger, this could further minimize liberal arts on our campus in ways that will hurt our national standing and reputation and weaken our educational mission, not to mention faculty retention.

Ideally, this could make it easier for faculty to find other researchers with whom to collaborate, although achieving that would require other changes in university culture. It would also raise the profile of Liberal Arts on campus in a manner that could bring it more resources of importance to our research (eg, better college-wide research support via labs, support staff, etc.).

Comment on how implementation of this recommendation might affect your rese...

Right now, I like being part of a college of science; we have shared values and understand each other. Friends at Michigan explain to me that their LSA college is really three colleges (each has a sub-dean, much like our current dean of science) which report to the main dean. More bureaucracy can only get in the way of research and teaching. Moving biology to the redundantly named If the new college were able to be a counterweight to Engineering and Agrilife, that could be a plus. Still I will miss the current set up of a college focused on the sciences.

What problem are you trying to solve?

I envision fewer resources for all that are combined in this new entity.

I feel that on the whole, this should have been potential suggestions for change and NOT items that will be initiated without adequate input from the faculty. How does this affect attracting, retaining, and supporting student academic success?

?

I don't expect that a dean (with a liberal arts background) can take care of the needs of the mathematics and the science departments in the College of Science.

Does not affect my research.

These colleges have very different research, and keeping them separate allows them to do what they need

Geosciences have been a critical need for the State over the long term and both TAMU and UT Austin have stand alone college level Geoscience units that speak to the importance these disciplines play in this State. With the changing challenges the State will face in the future, Geosciences will be even more important. The proposed merger that folds Geosciences into a large Arts and Sciences makes a statement about the importance of the Geosciences at TAMU, which is counter to the importance Geosciences play in serving the State's needs. Unlike the other flagship university, TAMU Geosciences academic units along with IODP and Sea Grant collectively are the ideal combination to address the many needs facing the State.

Some of our funding might end up going to the Liberal Arts.

I've worked in a College of Arts and Sciences before, and did not find it to be an effective structure for supporting research in the sciences (the same may well be true of the humanities). The research/scholarship and teaching cultures both vary a lot between the different areas--arts, humanities, social sciences, and natural sciences. It is rather difficult for any leader to understand these areas well enough to effectively balance between these competing needs, even if everybody involved is well-intentioned. This challenge is obviously managed effectively in many leading universities that have a very long history of having such an administrative structure, but that situation is not the one we have at A&M. We will instead be merging departments from very different areas that have not "grown up" together, some of which are much stronger (generally the sciences, broadly construed) or weaker (humanities, and especially the proposed new arts-focused units) because of A&M's traditional STEM focus. I am also very concerned that the new college would be treated as something of a College of Service Courses by the president rather than as the vital intellectual center for the university that it should be. This is in part because that was largely the case in my previous experience in a different institution, and partially because President Banks' history and practices as dean in engineering does nothing at all to allay such fears. Overall I see no real upside to the proposed merger, and it will be very difficult to avoid the potential downsides of weakening rather than strengthening the departments in the combined college.

I do not see any advantage on doing so. The report sole advantages listed are: it will create a large college and other universities have done it. It does not provide any actual metric showing the advantages of such merger. The scopes of these colleges are so varied, a single dean would have a hard time advocating for their best interests. It really bother me how vague the report is on showing how the changes proposed would have a positive impact.

This is ill-advised. It does not affect my research, but my colleagues in these colleges are clearly concerned about the detrimental effects this will have on their work, their labs, their scholarly products, and the clash of cultures that will ensue. This may appear to be a cost-saving measure (in terms of having one Dean instead of three) but this red wedding will spawn additional costs in terms of mini-Deans, additional meetings, communication difficulties, and poor morale.

Comment on how implementation of this recommendation might affect your rese...

This is the worst idea presented. Look at what U. Washington does: they have a College of Arts and Sciences, but there are 4 divisions, and they have deans for each. Why? Because the differences in funding models/research approaches in those areas are vast. The reason they have this college at all is for historic reasons: it was established in 1861 when the university was founded. They have found they had to go to opposite way than is being suggested. It makes just as much sense to attach the liberal arts to the college of engineering--if the goal is to elevate LA by attaching them to a strong college, why not put them with the strongest best funded college? It would be pocket change for CoE to lift LA to an elite level!

This would be a huge detriment for the science

Makes no sense to combine technical and non-technical colleges.

The report was not clear in how this would benefit TAMU. Just because others do it doesn't mean we need to. It is a lot of work and disruption for change-sake. More justification is needed.

There are already major differences between the departments of the existing colleges in the level of external funding. This has already created some tension within the colleges. Some of the issues are the following: substantial differences in the stipend rates of graduate assistants between the programs; fair distribution of indirect cost funds within the college; availability of funds to support 12-month appointments in some departments and the lack thereof in other departments; fair distribution of other funds provided by the university; very different expectations for tenure and promotion in STEM and the humanities. Combining the College of Science and College of Geosciences may have some merit, but there is no good argument for combining them with the College of Liberal Arts. Maybe the thinking is that the Science and Geosciences could subsidize Liberal Arts, but that would be a very misguided thinking. Indirect cost funds are not taxes! They should be used to cover the indirect cost of research rather than to subsidize departments with little or no externally funded research portfolio.

I collaborate with Geosciences faculty extensively, and I worry that this might drive some of them to leave the university.

I think my own department would benefit from this financially. It would result in a more integrated undergraduate experience and has the potential to produce a more equitable distribution of resources.

Science departments have a very different operational mode than liberal arts departments. Grouping science departments together with liberal arts departments could make it more difficult to address research support and hiring needs for the different departments. The division of basic science departments into the college of science and into agrilife, which always seemed somewhat unnatural, is further solidified. It would make more sense, in my opinion, to group basic science departments in one college.

I do not believe this will save money, and the disruption this reorganization will create will set us back several years.

Will not affect my research program.

College of Liberal Arts, the College of Science, and the College of Geosciences are each too small-- we have too many deans, and deanlets, and administrations here; we need to cut the administration

I see efficiencies, but I want to know what they think.

DISASTER**2.

Liberal arts and science are vastly different in content, discipline, needs and structure. SHOULD BE KEPT SEPARATE. Maybe combine Geosciences into Science.

I sent this message to the MGT response. Overall, I largely agree with the main findings and observations reported in bold text on the first 5 pages of the document. My main point of disagreement is with the following statement "A coherent, strategic academic organization centralization and targeted realignment of academic units would greatly enhance operations and unit focus." Implicit in this statement is that centralization better facilitates and improves the performance of academic units. Such a statement is not necessarily true, and it follows that recommendations built on such an assumption are not necessarily going to achieve the stated goals of enhancing operations and unit focus. One of the recommendations that stems from the above statement is to merge some existing colleges into a new College of Arts and Sciences. The missions of some of the current Colleges are complementary, but not as neatly aligned as one would expect if the new college were to successfully implement a realignment of focus. The College of Geoscience currently hosts one of the largest federally funded projects in the TAMU system, the International Ocean Discovery Program. It is not clear that the TAMU system would retain IODP if such a merger were to happen. This would have a strong negative financial impact on the University as a whole, and would greatly reduce our standing as a leader in Earth Science. The College of Geoscience has a Vision that includes specific focus on "energy resources, weather and climate variability, natural hazards, geospatial science, and observations of the Earth's systems". These issues are of critical National, Global, and Societal importance. The College of Liberal Arts prepares students with skills in "communication, critical thinking, collaborative and creative problem solving, commitment to diversity, and cultural sensitivity." While such skills are highly valuable and complementary to the mission of the College of Geoscience, they are not tightly linked to the mission of the College of Geoscience. Realigning the foci of these units diminishes both of their potential contributions to the State of Texas, US, and World. Geoscience remains a critical aspect of our current and future success as a civilization. It is the foundation for the exploration and allocation of resources (water, energy, materials), guides our strategy to mitigate negative impacts of climate change, and informs economic and societal issues such as increasing hurricane and weather-related destruction, coastal resiliency and fisheries, and much more. TAMU is unique in the US as one of the few Universities with a College of Geoscience. UT Austin also shares such a designation, but no other University in Texas does. Eliminating the College of Geoscience would allow UT Austin to attain sole position as the State Leader in Geoscience, including all related aspects. TAMU would be unwise to allow this to happen in the midst of climate change, growing water insecurity, and the Energy Transition, as it would relinquish any possibility of becoming a leader on these topics. The report highlights the need to improve how we train faculty and staff to become leaders, emphasizing the "lack of professional development opportunities along with clear succession planning in the operational units". As a member of the College of Geoscience, I agree and can attest to the general lack of training currently provided to early career faculty to allow them to assume leadership positions later in their careers. I also see that many leaders within the College could benefit from additional training. Such training would allow them to help the College hone its mission, and more effectively reach our research, teaching, and outreach goals. My recommendation is that the University invest in the structures and academic units that exist, rather than reorganize the structure so that we are more similar to the structures of other institutions. Texas A&M is unique, and should not attempt to follow the lead of others in this instance. As stated in the report, one of the main reasons to pursue this reorganization is to follow other institutions. Don't follow – Lead. Please invest in the current structure. Let's leverage our existing strengths, and achieve a better connection to TAMU G by helping the College of Geoscience realign and better achieve our vision. There is so much potential in this College, if it could be better integrated with IODP and the coastal connection in Galveston. I may be an early career faculty member, but I and many of my early career colleagues have a strong vision and desire to elevate the standing of the College of Geoscience. Help us do that, and help us elevate TAMU.

why?

HOW this merger is accomplished and the resulting structure determines whether it is helpful or harmful to my research. If it makes it easier to collaborate with others and to fund and support graduate students and post-docs that is good. If it becomes a zero sum-game where

Removing biology from Science would put the plan at a disadvantage because biology is one of the fields that helps unite many areas of science, so I would hope the biology would stay in the new college as a department. For example, the research in the geosciences deals with biogeochemistry, organismal biology, astrobiology, conservation biology, and the evolution of life and to remove biology from Science while moving geology into Science would keep two very closely related fields still separated and thus lose any collaborative advantages to research that the combining these colleges would have for many geoscience fields.

This was among the most surprising recommendations. This is a throwback decades to centuries. In looking when Michigan, Florida, and Rutgers established their similar colleges it was 1840, 1910, and 2007, respectively. These are specifically mentioned in the report. This is not a forward looking recommendation that acknowledges the challenges Texas is experiencing, currently. I came to Texas A&M to be part of the College of Geosciences, which is was one of the few in this country. More have emerged in the past 20 years that recognize the need to address climate, energy, and natural resources, and the corresponding community resilience and private and government responses to these challenges. I will acknowledge there is some need for our community to transition to modern approaches and technology, research issues, student training, and some focus on applied issues that more explicitly relate to issues of concern for the State of Texas. Removing a college dedicated to a discipline that has so much potential for the state would be a serious loss for the University. Restructure, refocus, build the college to emphasize the benefits to Texas, yes, but push it into a college where the focus will be diluted will serve to isolate faculty who will go their own way instead of lead with a unified vision of how Geosciences can benefit Texas. This also leaves UT Austin Jackson School of Geosciences as the only premier geoscience entity in the state of Texas and a national and world-wide leader in this area. These flagship universities have different foci, as do our similar colleges. Losing one of the flagship colleges of geosciences, pushes all the focus to them, which will not benefit Texas A&M or the state of Texas.

Comment on how implementation of this recommendation might affect your rese...

This consolidation of unrelated departments makes no sense at all and would be the only College with unrelated departments. It gives the impression that the university is engineering, agriculture, health sciences, and everything else. This is 2021, not 1876. Furthermore, we are the second largest university in the country, and will be the largest within a couple of years. Thus, we also have the largest colleges. It makes sense to have multiple colleges to make them more manageable. Look at General Electric. My guess is that in 5 or 10 years, the fashion will be to break up dysfunctional megacolleges. Note that the University of Central Florida has a College of Arts and Humanities and a College of Sciences. Of course, they are not in the oil patch, which makes a College of Geosciences a smart idea.

There is no evidence to support or to suggest this will result in improvement. What are the goals of this (other than to save \$. But how much will potentially be lost?)

the College of Geosciences has many unique aspects that allow it to function successfully and will be in jeopardy if it is merged with the College of Sciences. we recruit students specifically because we are NOT like engineering or the College of Sciences. i repeat, we want to be different from those units and work best that way. for one, our departments support many fieldwork programs, which may be more difficult to implement under a unified College of Science. for myself, this is a deal breaker. i am in the field often and lead fieldwork projects. a large part of my attraction to TAMU was the presence of IODP here and a culture of understanding in Geoscience that fieldwork is important, provides opportunities for students, and must be supported. in addition to identity and culture in the College of Geoscience, Dean Thomas has implemented several successful DEI initiatives that will be lost in a merger, setting back the college and those in it to wherever the rest of the units are in regards to DEI (definitely behind our goals). the MGT report gives no good reasons for this merger, just that some other schools are also set up this way. the take home seems to be that TAMU should look like everyone else. but half of our peer institutions on the list do not have a combined College of Arts and Sciences. one size does not fit all and this attempt to make the parts of TAMU all look the same will weaken us academically through loss of identity, progress in DEI and a culture that is what attracts students and faculty here - precisely that we are different from Engineering and Ag. also, my understanding is that Biology will move to Ag in this move, leaving no biology majors in the college of science. this is just incredibly dumb and would definitely be a turnoff to me if i was looking here as an undergrad (i was a biology major and would not have gone to a school where Biology is in an Ag school). finally, this is a step backwards, where it appears we are setting up a College of Arts and Sciences to serve Ag and Engineering. this was a model for when TAMU was only for white men going into the military or farming. it's 2021, we don't need to make regressive steps.

Its too unclear to me at the moment what this means in terms of outcomes. I can see some positives, such as being able to work with Anthropologists more easily.

This will increase inefficiencies with respect to getting research done. Losing the "brand" of the College of Geosciences will result in lost recognition of our programs. There are very few Colleges of Geoscience/Earth Science - and it elevates the university to be home to one. Faculty and students seek our college because of the opportunities to interact within a community of geoscientists. We will lose IODP, which is not only a very large government contract that benefits Texas A&M, it is a community of researchers that interact with faculty across the College of Geosciences, and it is a hub that brings scientists from all over the world to College Station. IODP also has tremendous research facilities that would be lost to the university. Larger does not equal better - especially when there is no common goal to the involved units.

I am in Geosciences. In my experience, certain issues that had negative impacts on my research program couldn't be resolved at the level of my department. fortunately, I was able to contact people in the Dean's office who, being Geoscientists, had some background which helped them understand the issue. Furthermore, I have - on a few occasions - talked to the Dean directly rather than going through an Associate Dean. The combined College will be so large I doubt I will be able to talk with the Dean, and it will be possible that their academic/scientific background may make effective communication difficult. I doubt that this merger will generate a great deal of savings, yes a few staff positions may be eliminated, but three administrative units will be combined into one very large administrative unit. I fear the resulting loss of efficiency will have a negative impact on both teaching and research. Texas A&M has become an internationally recognized institution with leading geoscience programs such as IODP. Without the Identity and the focused leadership of the College of Geosciences, Texas A&M will soon lose its strength and international prestige to other peer institutions in geosciences (e.g., UT-Austin). I suspect it will be difficult to keep IODP at A&M in the future without a College of Geosciences. Finally, the argument for this merger - presented in the MGT report - seems to be largely based on the observations that many of our peer institutions have a similar structure. This is not a very convincing argument. The fact that we are unique is a source of visibility and strength, and is not a weakness. Furthermore, TAMU is larger than many of our peer institutions and, therefore, the combined College would be larger and more unwieldy.

College of Geosciences brings almost 10% of TAMU's entire research funding, so keeping status quo may be most beneficial. Combining College of Geosciences with College of Science seems reasonable, but combination with College of Liberal Arts not at all. To save time spent on administrative duties one should think of reducing the amount of faculty time spent on mutual assessments, rubrics, promotion reports, etc.. Faculty time now spent with the proposed major restructuring is another waste of resources that could be spent in more useful ways such as writing research proposals and papers.

It is odd that during a time climate change science receives so much attention, there would be talk of merging a research unit such as the college of geosciences that is focused on such issues. Instead, it should be heavily invested in, expanded, and nurtured to grow. From personal experience at a university where arts and sciences were merged, i believe it is the wrong strategy, and the merger may actually weaken the central missions of each college. Galveston faculty have appointments in the college of geosciences, so it will need some consideration to maintain these ties between the Galveston campus and colleges in College Station.

Comment on how implementation of this recommendation might affect your rese...

Recommendation #1: "Combine the College of Liberal Arts, the College of Science, and the College of Geosciences to create a new College of Arts and Sciences" should NOT be instituted because it will weaken the Colleges of Liberal Arts and Geosciences. The College of Geosciences must be maintained as an independent college for several reasons: 1. Federal funding agencies (e.g. NSF, NOAA, NASA, DOE) are pushing for funding "Earth System Science" projects that integrate several of the geoscience fields to pursue research addressing some of the globe's biggest problems including climate change and water resources. TAMU is currently well positioned to obtain large "Earth System Science" grants, including Cooperative Institute funding, because these fields are already integrated within the College of Geoscience, which promotes collaboration across geoscience fields. 2. Geoscience research and training is unique compared to other STEM fields because it requires working in the field to observe and collect data on the Earth System. The College of Geoscience maintains several world renowned field going programs that are critical for recruitment and retention of students (undergrad and grad), faculty, and staff; for promoting diversity, equity, and inclusivity; and bringing in research funding. The College of Geosciences must remain independent to ensure funding for field work is maintained at the college level. 3. Maintaining a College of Geoscience demonstrates to the national and international communities that TAMU values the incredibly important work done within the college and aids in recruiting top students, faculty, and staff. 4. The NSF funded International Ocean Discovery Program (IODP) is housed within the College of Geosciences and totals more than \$350 million over five years, making IODP the largest federal research grant currently managed by Texas A&M. A critical part of negotiations with NSF for maintaining IODP at TAMU is the specific and unique infrastructure, staff, and expertise within the College of Geosciences that are required for running such a large, complicated program. Combining the College of Geosciences with other colleges will significantly weaken TAMU's ability to renew the IODP contract when the current contract ends in 2024. The academic realignment recommendations together appear to focus largely on strengthening the Colleges of Engineering and Agriculture and Life Sciences at the expense of other colleges. Together, these recommendations will take TAMU back in time and limit the scope and impact the university will have on education and research in Texas, nationally, and internationally. TAMU has made great strides in expanding its influence beyond the original foci of the university and reconsolidating back to Engineering and Ag will reduce its national and global standing.

The College of Geosciences is known nationally as one of the few institutions that keeps environmental programs in one unit. Putting us into a much larger entity will mean we shall likely lose our identity and lose out to other, larger departments, especially when it comes to returned IDC. This could affect our ability to attract students at both undergraduate and graduate levels.

This has the potential to drain major research resources from the College of Science. An overall strong affect. It is difficult to imagine being under a non-science Dean who has no idea what a fume hood is.

I can't imagine a less coherent unit than this.

It depends how this is done and what the structure of the Dean's office would be. Again, Need data to show the impact, both positive and negative.

I am concerned about the research expectations of merged colleges and how that might affect choices of publications and funding.

How can one seriously think of such nonsense?

Again, it's hard to understand the effects of implementation without seeing the specifics. Broadly, the loss of local knowledge and upheaval generated by combining these colleges*may* have a detrimental effect on my research collaborations with those based in affected departments.

the devil is in the details and the details are missing. a large reorganization could be horrible or it could be good. the rationale given in the report provides no basis for expecting the missions of graduate education and research to be enhanced by the reorganization. the main justification is cost-savings. these savings will reduce efficiency if the missions of graduate education and research are degraded in the process

The details of implementation are very critical.

This is absurd. Yes, other universities have such colleges, but most have this as a historical event, not recent. No matter what good words are said, it is the faculty that bring in \$\$ that gets heard. A grant of \$10K to someone in Liberal Arts is a big thing, in science, nothing. This is guaranteed to weaken the influence of an already weakened LA program. One professor told me we have fewer English professors now than in 1980.

Realigning departments may be a better solution than merging three colleges, which will dilute the research focus.

I hope this move would allow be to collaborate more with scientists. My major collaborators out of college are engineers but this could allow me to collaborate with more technical faculty.

Comment on how implementation of this recommendation might affect your rese...

Consolidating units with different cultures and aspirations would lead to unattainable goals. Moreover, each unit should be reformed or improved from within and not by simply placing stronger emphasis on a vertical organization. The potential administrative savings would be minuscule compared to the lost of identity and purpose at the unit level.

The merger would not effect my research. It might create opportunities for new collaborations.

I have seen human sciences and humanities together and then physical sciences together. this would make more sense to me.

Agree that emphasis on arts and sciences will be beneficial. Must be sure to not damage the reputation of standalone programs that currently exist.

Liberal arts needs to maintain autonomy from the other colleges.

I have had to move my research lab once, already (due to another college taking over our building). It has cost me over a year of productivity to rebuild my lab. As an assistant professor, having to build my lab twice has had an impact on my research program and career timeline. As someone in the CLA, I am worried this will involve yet another move.

Sounds rather expensive and not sure of any gain. Probably would create some disgruntled colleagues.

not all all

I actually think Liberal Arts will be better off as part of a unit close in size and more comparable in research monies to Engineering than as a small, poorly endowed unit.

The college will be too large to administer, I d not see the need for such a huge administrative unit

No cost benefit analysis provided in the report for such a major change other than some vague allusion to cost-cutting. Such an overhaul should ideally involve detailed discussion with all stakeholders. It is not clear from the report if any of the peer institutes (or beyond) have undergone change at such a scale in the recent past.

Might lead to greater emphasis on media and communication science research

This will likely disrupt my research program in a number of ways. 1) I will have less time to spend on research as time and energy is spent on the reorganization; 1) There will be significant upheaval in staff position, which will impact the financial aspects of my research - ordering, managing accounts, organizing travel etc. 2) I may be asked to move lab/ buildings if space within the new college is re-allocated; 3) Teaching re-organization may mean I have to teach more or new class, reducing time for research; 3) After the consolidation of the colleges, there will likely be a review of Departments and a similar process of consolidation (e.g. 4 departments in the College of Geosciences become one department in the new college). Such a re-organization will be disruptive; 4) reduced accessibility to shared resources, such as those of the Center for Atmospheric Chemistry and the Environment.

Comment on how implementation of this recommendation might affect your rese...

1. In general, the idea that academic realignment should be directed from the top down is anathema to the long-standing principle that the faculty govern and control curriculum. While it is possible that there might be some realignments possible, this approach to mandating that realignment flies in the face of how academia differs in important and worthwhile ways from the corporate world. 2. The Biomedical Sciences major is not a biology program, and it should be housed in a college that understands health professions, in which the CVMBS has a long history. It is NOT confusing for students who know their careers are in the health professions, as evidenced by the number of students who matriculate every year. In fact, it is a major pipeline for medical and other health professions programs in the state of Texas. Using a successful program to bolster a less successful one (Biology) is counterproductive and will without a doubt dilute the success of the BIMS program. In addition, it is an integral part of the College of Veterinary Medicine and Biomedical Sciences, such that taking it out of the college will threaten the success of one of the highest ranked Doctor of Veterinary Medicine programs in the country and a highly successful research endeavor. Many faculty in the CVMBS are integral parts of undergraduate AND graduate AND professional education and pedagogy as well as research activities. Taking away one of the pillars of the college's success looks like a move designed to make the college become less successful, and the notion that the CVMBS is only focused on graduate education and small animal care is inaccurate and underscores the lack of understanding of what the college does and how important all the parts are to the whole. 3. The recommendations about moving the libraries into a new college will not result in the successes predicted in the report for a number of reasons. As an example, librarians are embedded in the DVM curriculum, and it cannot absorb any more for-credit courses – the proposed solution of adding for-credit library courses from a new department of library science cannot be implemented in the lock-step professional curricula. I foresee that this move will lead to LESS teaching of the needed skills, and we cannot eliminate what they teach, because what the librarians from MSL teach supports DVM competencies at the program level, and these competencies are assessed by those professional program accreditors (which are completely separate from other university-level accreditations and which are required for TAMU to graduate veterinarians who can be licensed anywhere). I also foresee that moving the libraries to a new college and taking away their administrative power will lead to a lack of understanding of the needs, and will result in the Dean of the College of Arts and Sciences making decisions about what resources our faculty will have available with no understanding of what our needs are. Instead, I believe that any changes to the libraries should be studied and analyzed much more deeply before any decisions are made, since the consequences are likely to be much farther-reaching than can be predicted. In addition, there is no need for another library school for the state of Texas, which means that any such school is likely to fail and then be shuttered, leaving the libraries high and dry and NOT available to support our faculty and students.

The research strength of the College of Science, and thus of its faculty members, requires adequate resources for recruiting, hiring, and retention, including upgrading or building new facilities as needed. A larger college with many departments not engaged in scientific research could dilute the focus and resources available to science departments. Any resulting loss of the best faculty or failure to recruit the best would affect the research programs of those who remain.

We still have to fly this plane while they rebuild it. Having seen the rate of change (and the lack of any faculty input), I fully expect processes to be broken in the fall.

My primary objection to merging three colleges stems from the MGT's presentation of peer institutions. While AAU institutions to a large degree do merge, many, if not all other land-grant AAU peers/aspiring do not merge. The report skewed its interpretation of the frequency with which this occurs, and essentially misled, in my opinion, the interpretation of the trends. How it would affect my research is unknown, but it is not likely to affect my program at all.

I think Geosciences and College of Science could be merged. But no liberal arts

If Biology were to be incorporated in the College of Arts and Sciences the effects on my research would be minimal. If, as planned, we are condemned to be part of COALS I suspect my program would be at an end.

DOnt know enough to comment

this could be good, could be bad. All depends on the actual implementation. I do not believe this would affect my research program.

There is no principled justification for this. It will marginalize humanities faculty.

I fear that a dean from a liberal arts background would have difficulties understanding the needs of a mathematics department.

Several issues here. The report also wants to move Biology to COALS (good idea, but not to implemented appropriately). Without biology the CoS is effectively a College of Physical Science and joining with CoGS is appropriate. The report fails to recognize the scale problem at TAMU. Cornell, with an undergraduate population of 15,000, is not a good model. Merging CoLA, CoS and CoGS would create a college of tens of thousands of undergraduates and dozens of departments - too big for a single Dean type structure. SO, one would have to create a structure of subordinate schools, which defeats the rationalization. Leave CoA alone. Combine CoS and CoGS with or without Biology moving to COALS.

Comment on how implementation of this recommendation might affect your rese...

Liberal Arts (my college) has been a dumping ground for bad administrators and bloated staff. It is losing students and many of the faculty are out of touch with current issues and pursuing an agenda

These colleges are too dissimilar and it would make much more sense to help both colleges to improve their strength individually.

It looks like faculty in Liberal Arts had no input on this recommendation

This proposal would create a highly disjointed and dysfunctional college. Who on earth would recommend combining liberal arts with the College of Sciences and the College of Geosciences. This one makes absolutely no sense. Must be something much deeper that the reviewers are trying to address (administrator/faculty ratio?, administrator/student ratio?) by combining colleges that differ so greatly.

The research profiles of the departments being combined are very different, and require very different kinds of support. If this recommendation is implemented, continuing to understand and support those very different needs will be key to success. It is not clear that it would be possible to "reduc[e] three administrative college structures into one and us[e] those funds to support the new College academic and research mission" without eliminating discipline-specific support structures that are essential to research.

" The College of Veterinary Medicine and Biomedical Sciences houses the Biomedical Sciences degree. Splitting the program between three colleges creates confusion for students about appropriate majors and creates barriers to changing majors which results in increased time to graduation." In my view, the problem is not with the barriers to changing majors or with the increased time to graduation, but with the fact that different programs have different standards. The academic rigor and evaluation standards are different and as a result the university is producing graduates that have different preparation. In my view, the academic standards of the Department of Biology are higher. As a result, we are better preparing students for the future. "There is also internal competition for resources such as faculty hires, facilities, grants, duplication of current faculty members areas of interest, which hinders the ability of faculty members to collaborate and contribute to advancing research and student success." This sentence is fallacious. It is true that there is internal competition for faculty hires and internal grants, but having distinct faculty working in related areas is a plus and, arguably, this fosters, not hinders internal collaboration. In addition, the existence of diverse faculty studying a related problem offers a wide variety of choices for training to both undergraduate and graduate students, which overall contributes to the health of the university. "Having heterogenous faculty split between colleges makes it difficult to create equal metrics for comparison. The university's biology program ranking is also inhibited because it is difficult to benchmark against other university programming." This is true. "Based on comments during the interviews, there is a perception that the current Department of Biology is underperforming and there would need to be a significant investment to bring the productivity to an acceptable level." The presence of this sentence and this sentence alone in the MGT review makes me think and question both the fairness and objectivity of the reviewers. Where are the metrics for comparison? How was this comparison made? Why wasn't the performance of the other Departments/Units not included? To me this sentence reveals the existence of an Elephant in the Room. It is clear that the MGT team was directed to include this sentence in the review. This comment is a torpedo directed at stopping the current upward trajectory of the Department of Biology and to stop the current efforts to grow the number of faculty in the department. "Most peer institutions do not have a stand-alone biology department, but universities do offer microbiology and other specialized biology programs. Cornell University shares the management of some biology programs between the College of Arts and Sciences and the College of Agriculture and Life Sciences." The fact that most peer institutions do not have a stand-alone biology department is not a reason to kill this one.

This could be beneficial. HOWEVER, the report does not describe any of the benefits to this combination or any of the implications for national reputation. Just because other universities do this does not mean that it is a good idea. There are a *lot* of logistics to be worked out, which will take faculty time and effort.

Will not directly impact my research program, but I worry about the turmoil this will create- especially since the nuts and bolts of doing this have not been explained to the faculty. Furthermore, how will the \$\$ saved from firing redundant individuals (deans and admin of 2 colleges) be spent?

-Loss of student resources and individual advising, mentoring, high impact learning experiences offered by current small geoscience college structure. -Loss of operations funds and college re-investment of returned IDC back in departments -Loss of TA positions/funding -Potential loss of highly lucrative IODP contract -Unclear how reorganization will impact teaching loads. If increased loads are implemented, a loss of top faculty can be expected.

This will strengthen these units, although I imagine those in Science and Liberal Arts will not be happy at the outset.

It is not clear to me that this 'centralization' of management would help advance the research programs in these units.

Consolidation will facilitate interdisciplinary curricular and research activities.

It is good to reduce the overhead and offer more choices for our students.

Comment on how implementation of this recommendation might affect your rese...

I have read the rationale for these proposals. It depends on the implementation, but with input from people from these colleges, it could be a positive outcome.

These have diverse missions with the Liberal Arts. With over 70,000 students, it is important to diversify, not centralize. Geosciences and Sciences might combine, but please reconsider LA.

It will create an over administrative burden, and combine unrelated unites making it very difficult. The only reason other peer institutions have those combinations is for historic reasons. I do not know a single university that purposefully combined college of arts and college of sciences as it doesn't make sense.

The justification for such a combined college is lacking. Just because a lot of other peer universities have such an arrangement doesn't mean TAMU should. There is no cost/benefit data, and I don't buy the argument that this will save money due to shrinking into one administration. Administration size has more to do with the number of people being administered, particularly if they have more disparate missions in the university.

I am not in those colleges, so I am somewhat not affected by this. I know of some major universities in which these colleges are combined. However, my concern is that some colleges that are very well regarded individually (such as geosciences) may lose their identity and 'brand'. At the same time, consolidating these colleges may increase their weight in a university in which AgriLife and Engineering are the largest units, by far.

This appears to be another recommendation that will make A&M look like other universities without a compelling rationale to do so. The result would be a massive college with a splintered focus--leading to double vision at best and blindness at worst. Large universities are wise to protect the humanities and ensure that faculty issues are handled by knowledgeable people who know what scholarship looks like in those disciplines. Because the sciences can get bigger grants, they inevitably end up occupying the favored status in the college. The dean comes from one of the areas, and typically knows little about knowledge generation in the other. The ontology and epistemology of the humanities is different than that of the sciences. Just because other universities may place them together does not mean this is a good idea. I have personally benefitted greatly from my collaborations with the humanities faculty, and we will lose faculty and prestige if we force these colleges together. The MGT report cites student numbers in engineering (with its 15 departments) as evidence to combine, but these engineering departments are all..... engineering. I am more open to combining geosciences into sciences, but I strongly think the liberal arts/humanities should remain as a separate college if they are to maintain support, faculty, and excellence. If Geosciences is currently separate due to its ties with the fossil fuel industry, perhaps it is better combined with Agriculture, given that they both have a heavy tie with industry/profit motive/land grant outreach/land issues.

This is a common way to organize units within a university and is how many top ranked universities are organized. However, there are many unanswered questions such as differences in teaching load among the existing colleges.

Total bullshit

Just because the Unversitie shave it does not mean we do have to, the rationale of how this would be better is lost on me. just putting people to gather is not going to make it great. will it impact my research? maybe if it results in better resources and infrastructure.

Would not impact my research - unsure how it would impact researchers in those colleges.

This seems to have strong opposition from the student body.

This make little sense. This will not save any money. It will not improve any of the departments. The Dean of the College will just have two strong Assoc deans 'arts' and 'science'. Might make some sense to combine Geoscience with Science, but combining tthem with Liberal Arts make little sense.

As someone coming from a department that would likely strongly benefit from the infrastructure and support in a College of Science/Arts and Science (that is, my work is STEM) this would likely be helpful. This also may result in better pre- and post- award grant support if college resources can be created, as well as general infrastructure needs.

New super College but less # of Deans to antagonize with. Measure recognizes that Lib Arts, Science and GPhysics College are serving units to Engineering and Health

I generally don't like the idea of having 4 super colleges and other small colleges. It seems that the university is making a caste system by college.

Comment on how implementation of this recommendation might affect your rese...

If done properly, this can be a benefit to both the arts and the sciences-they should be talking to each other and have to evaluate each other. Together they can lobby more effectively for resources against Agrilife, Engineering and Medicine.

I will only mention that several years ago the poor "mere" biologists who study insects were drummed out of the College of Science.

It is not clear how this is going to proceed so I am neutral. The one caution is that tenure and promotion need to adequately reflect all units. Most of humanities do not use grant monies as a marker for tenure and promotion. It needs to be clear that different units have different benchmarks.

I don't understand the motivation for this change. It seems to be based on 1) 12/19 institutions do it this way, and 2) a desire to increase the size of college of arts and science even larger. It seems that some amount of focus that the current colleges offer will be lost if that were the case.

Science + geosciences - VERY natural Add liberal arts - meaningless

The academic scope is too broad. Science and Arts should be governed in a manner germane to the priorities of the respective students and faculty.

N/A

This could be fine, but questionable how much duplication of administrative burden it would really solve.

Seems like a very unrelated/awkward association. Tired of hearing about wanted to be the biggest, when we should focus on being the best.

Might have some benefits wrt collaboration and extra support for liberal arts. But given (perceived) asymmetrical funding availability could also marginalize liberal arts interests.

This recommendation is particularly bothersome. Implementing this recommendation would hurt the rankings of many programs and reduce TAMU programs' recognition and reputations nationally and internationally. A mega college in this size will make the daily operation more difficult.

This will disenfranchise several capable research partners

It wont affect me directly

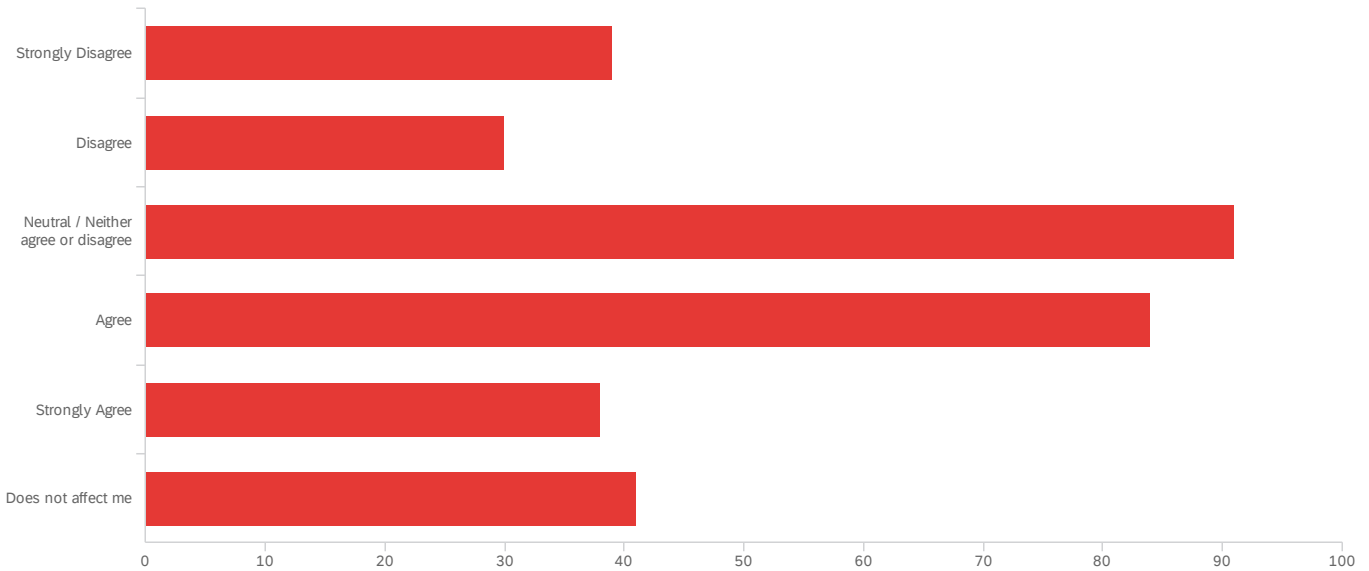
There is a huge amount of bureaucratic redundancy at TAMU. These are important steps.

The lack of focus that will result will impede the processing of grant applications

I don't necessarily disagree with the combination if it is done well, protecting all faculty and staff.

Provided that it consolidates and reduces administrative burden.

Q6.2 - Recommendation #2: Establish a School of Visual and Performing Arts with new departments in music, performing arts, and fine arts, and relocate the Department of Visualization to anchor this new school. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #2: Establish a School of Visual and Performing Arts with new departments in music, performing arts, and fine arts, and relocate the Department of Visualization to anchor this new school. Do you concur with this recommendation?	22.00	27.00	24.54	1.47	2.16	323

#	Field	Choice Count
22	Strongly Disagree	12.07% 39
23	Disagree	9.29% 30
24	Neutral / Neither agree or disagree	28.17% 91
25	Agree	26.01% 84
26	Strongly Agree	11.76% 38
27	Does not affect me	12.69% 41

323

Showing rows 1 - 7 of 7

Q6.2A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

Establishing a School of Visual and Performing Arts with new departments in music, performing arts, and fine arts could benefit the university by making it more academically rounded. The Department of Visualization is nationally known for its excellence, so the university would be wise to foster this program. I do not know enough about the specifics of how visualization to know where its optimal location should be within the university. Whatever is done, those individual faculty (excluding administrators) who comprise the Department of Visualization and know most about it must be consulted about the location best for it.

similar to above

Visualization is a strength of Architecture; they built it - why should it be moved?

I thought we created this about 5 to 10 years ago and already had to close most (all?) of these programs. We even built a brand new building to house these departments. Doesn't MGT know about this? Why propose to create something we recently deleted?

This is a very bad idea. Visualization has more in common with Architecture than the other listed arts, and it is important for those students of each area to be in the same places to observe and absorb across disciplines. This sounds like it is looking to anchor a new school with a more financially successful program, and in some sense is robbing Peter to pay Paul while eviscerating Architecture.

This will bring more artists to town and increase our commitment to arts on campus. This has been lacking and is much needed. Department of Visualization will be a great base to this new school.

This could be beneficial, but knowing more about it would be helpful.

Would be good to improve the arts at A&M (art, performing art, music).

The new School is a major investment: where will the funding come from? There are already strong collaborations between Visualization and CLLA (especially in COMM, ENGL, and Digital Humanities), so moving that department makes some sense and could further strengthen research. Visualization currently seems to be uncertain whether it is a STEM degree or an arts degree -- this confusion may be exacerbated by the move, though CLLA could bring much-needed elements that are currently lacking, such as coursework and research in critical game studies.

While I don't take issue with the establishment of a school, I believe the Dept of Visualization currently benefits from its relationship with the College of Architecture and would be concerned as to how this might impact the integrity and support for that program.

My research includes attention to the economics of art and has art is being transformed in the digital environment, so an expanded presence of and attention to the arts in general at TAMU would be a great benefit to me.

I am not sure how visualization fits with this, but a school of the arts would bring us closer to being a real university.

You are taking the show piece from one department and sticking it another. If we go to an RCM model how will that affect both departments?

I agree with the first part, but not visualization as the anchor.

I feel that on the whole, this should have been potential suggestions for change and NOT items that will be initiated without adequate input from the faculty. How does this affect attracting, retaining, and supporting student academic success?

?

Comment on how implementation of this recommendation might affect your rese...

There are other Universities in Texas for this field of study. Focusing on STEM is where A&M shines and broadening the mission may detract from core programs.

We are major, AAU institution, and having a college of fine art will benefit our university and our region. This will not affect my research, but it might improve the overall quality of life on campus.

Any reasonable university has this kind of department, and it leads to a more inclusive environment.

while I love the arts, I'm not sure this is necessary. It is a lot of resources and the TAMU is already huge. Let's focus on what we do and do it well.

Establishing a new presence in this area will be a huge uphill battle and really not worth the resources in my estimation. Every university has strengths and weaknesses and I think the visual and performing arts will realistically never be a strength for us. Can we even attract good people to this even if we throw a lot of money at it? The rate of return on investment seems destined to be weak. Taking the Department of Visualization away from the College of Architecture may also have a significant detrimental impact on architecture at TAMU more broadly, as that department is a key piece of that college.

I think Department of Visualization should remain within the College of Architecture.

Will not affect my research program.

Is this really needed? There are other liberal arts programs across the country that do this far better than we ever could.

This area has a place in a major university, but does this fit into a Land Grant school?

Creative ways of teaching science to the public and not non-majors is needed and visual and performing arts has a role to play in how people experience science and find ways to relate to it. Many successful NSF grants I've reviewed include partnerships with folks in visual and performing arts and we are a disadvantage by not having a strong program here.

The justification for this in the report is weak. It is not clear what the aim of doing this would be. In general, I support more arts on campus, but the report didn't make clear how this aligned with the University mission. In particular, it is surprising since they appear to be isolating and minimizing arts and sciences that are not Engineering or Agricultural related. Visualization is now such a technical discipline that spans computer science, arts, architecture, that it could fit nearly anywhere. I think it makes a lot of sense for it to remain in architecture where design and technology are a high focus.

aspects of this are ok, like the department of visualization, but i don't see this university being a draw for performing arts students, there are other options in TX

Yeah, we should have arts. Why don't we? (But if so, they should have some control over campus event spaces, not the strategic office.)

Elevating the arts at TAMU has been tried so many times. How will this be different? Purdue, as a substantially smaller university, is a very poor peer example for merging these colleges. It is not clear, how in such a large college in a large university, that interaction would be easier by being in the same college. There are no obstacles to students engaging across colleges and departments now.

This won't effect me directly, and I leave this issue to those more directly impacted.

no effect

An investment in Performance Studies would advance my research agenda.

Visualization is not just art, like architecture, technology is key part of this department. I don't understand why its should be moved to visual arts.

Comment on how implementation of this recommendation might affect your rese...

I am just starting a collaboration with researchers in Department of Visualization. Depending on how that department feels about this move, it would positively/negatively affect my research.

Yes, we need it.

As long as this is what visualization wants. Always struck me as more architectural/computer science in nature than the visual and performing arts.

My concern is that Visualization will become pigeonholed as art. Visualization skills will be increasingly important for application to architecture fields, engineering, and sciences for a multitude of reasons. This could affect ability to collaborate with visualization researchers.

This may improve access to students, research and resources on visualization, video games, and digital humanities

The notion that a program like Viz will be just as successful if it is moved whole-cloth to another college with different priorities and different academic needs is untenable, and its potential impact on research is in the disruption of colleges and

Many in Viz are data Viz.

I think that the Department will improve within a school, offering more to the community and students.

Not likely to.

we have strength in visual arts, so it makes sense. but why would this not be in liberal arts?

Although neutral on this issue, why would the Dept of Visualization anchor this new school -- this does not make sense.

I dont know if this is good or not

I like the idea of the school, but visualization was born in the college of architecture and really is an important aspect of that college. Visualization is a unique department and its technical aspects and artistic aspects fit in the college it is in. Will probably not impact my research.

Not at all, but would make TAMU a truly comprehensive university.

This would be nice, but may come at a very high cost if done well.

Liberal arts would be a much better fit her than in a College of Arts and Sciences.

There is a performance studies department that could easily incorporate more people who engage in performing arts. HOWEVER that is a shift in the focus of this unit and seems to be creating a more applied unit.

Agree with elevating the performing arts- not sure Vis fits in there but that's above my pay grade. The effect this would have on research programs is in my opinion minimal.

This should be a like a department under the new College of Arts and Sciences.

type: fine art not fine arts. Furthermore an art class should be part of the core curriculum.

My understanding is that the Department of Visualization has a lot of very technical areas, for example they have computer scientists.

Comment on how implementation of this recommendation might affect your rese...

The Department of Visualization is unique at A&M and is one of the top programs in the nation. The fine art program at the Department of Visualization will integrate well with the programs from other departments in the new school. Through collaboration with Engineering, the technical visualization program could be further developed to be one of the best in the nation.

Fully agree on the new school. However, disagree that dept of viz should anchor it

I think that such a school will enhance scholarly activities in these very important areas. My field is very far away from visual and performing arts but I can see that having strong programs in these areas will enhance the interdisciplinary nature of the university.

As a musician myself, I'd love to see a music department. That said, what does the university want to become? What is our focus? If we want to be a very large version of typical universities, then yes, by all means, let's do this. But if we want to retain a focus on engineering, science, technology, military tradition, and being the non-UT place, then we should stay focused on our core activities and not spread ourselves too thin. The mention of "STEAM" was ridiculous. We may as well just add everything into a giant alphabet soup acronym and call it "university."

I have worked with Dept. of Visualization and feel it fits an arts curriculum better than Architecture.

You want to add more degrees where students cant find a job. Visualization is fine where it is.

no direct effect on my research , but if a remember correctly the Texas legislature is allergic to arts

Would not impact my research, but would build on a very strong visual arts program already established.

Given that Viz is highly computer graphics oriented, what is the advantage? Do VPA feel they might stand a better chance of being hired as content producers or staff for Disney?

Unlikely to get Coord Board approval; will be wasting \$ trying. These funds would be better used to strengthen our leading programs

I love to see more Ars. Alas will the B/CS be large enough in audience to attend and afford the cost. MS OPas after 30+ years has it been a success with the community or keeps being only for an elite?

I like the School, but Visualization does not fit there. They are a lot of computer scientists rather than fine arts and so should not be moved from ARCH.

Huge improvement to build a strong Arts program.

At long last!

While good in theory, this has always met resistance from the coordinating board as it replicates what UT has.

Sounds like a boondoggle for the Department of Visualization new departments in music, performing arts, and fine arts - yes

But how will this affect existing faculty in these disciplines?

N/A. But ripping Dance Science out of HLKN (part of this recommendation) will hurt our Dance students who are in HLKN to get a degree that will help them get into post-graduation professional programs (e.g., Physical Therapy)

Not really TAMU's forte, why sink more money into this?

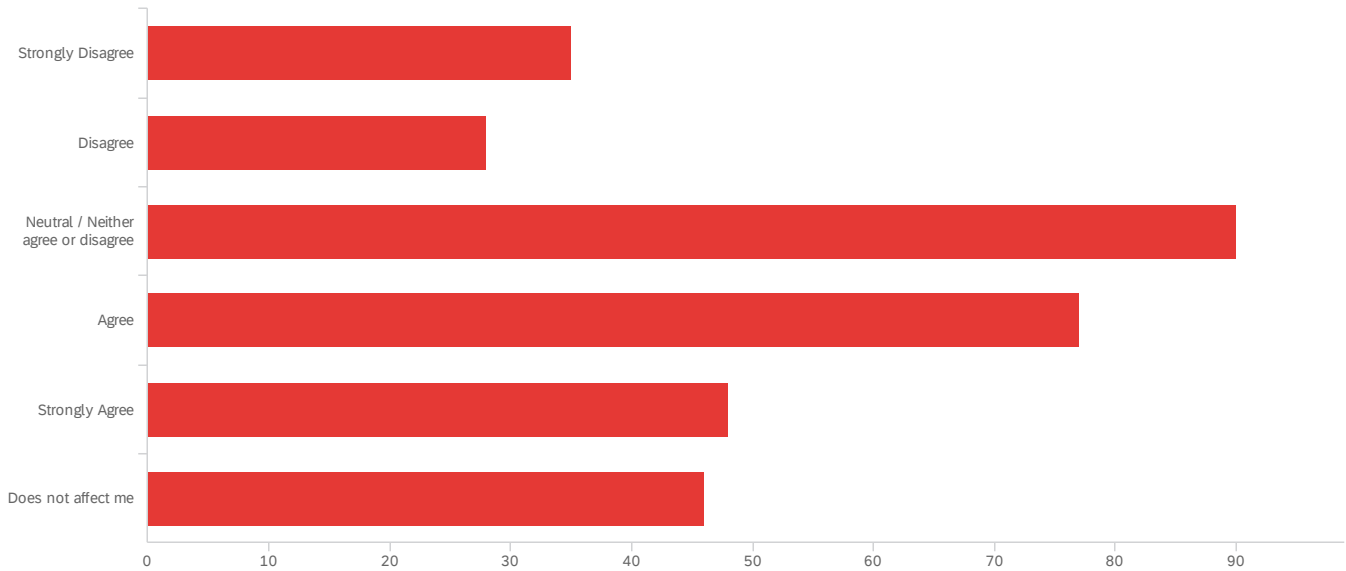
Department of Visualization is the only STEM programming the College of Architecture. Does not fit in the proposed arts structure.

Comment on how implementation of this recommendation might affect your rese...

The Department of Visualization belongs in Architecture period.

Texas A&M would benefit from a Music Department.

Q6.3 - Recommendation #3: Establish a Department of Journalism. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #3: Establish a Department of Journalism. Do you concur with this recommendation?	22.00	27.00	24.66	1.48	2.19	324

#	Field	Choice Count
22	Strongly Disagree	10.80% 35
23	Disagree	8.64% 28
24	Neutral / Neither agree or disagree	27.78% 90
25	Agree	23.77% 77
26	Strongly Agree	14.81% 48
27	Does not affect me	14.20% 46

324

Showing rows 1 - 7 of 7

Q6.3A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

This department could contribute to the university's research success and otherwise. It may be wise for the university to foster a strength in journalism related to technical areas of science, engineering, information technology, and agriculture. This way the department could take advantage of the university's existing strengths and it would differentiate our program from established departments at other universities, enabling our program to build a strong and unique reputation. An effect would be to the faculty and students in the department would be sought by those who need people proficient in this niche.

See above

It would be critical to align this department with existing journalism programs across all Colleges. Research communication can get lost if there is no one in the College to stay focused on what's happening around them.

Likewise, we have had a journalism department and closed it. Why should we expect this to suddenly thrive now?

Wasn't this just eliminated in the not too distant past? Aren't newsrooms struggling across the country? Would we tell students about their realistic employment prospects?

Communications are important. Valuable so long as this school does not become politicized.

We had one.... Might want to look at why it failed before recreating it -- unless of course, there is a hidden agenda like gaining football votes from aggie sports writers.

Creating a new program would be an extremely expensive way to create redundancy, and would (literally) do so at the expense of the CLLA programs that are already training students in media production, information literacy, and content creation (COMM and ENGL). To the extent that we might wish to expand course offerings (and research opportunities) in those departments, that can be done by adding a few faculty lines, which will be a lot less expensive than creating a new department.

The kinds of scholars who are typically found in departments of journalism in addition to those who teach practice work in areas that intersect with my own research. Having a full department of journalism that includes but also goes beyond teaching practice of some types to include all of the elements (history, international news flow, etc.) would bring me colleagues of great value to my own work.

As long as the students are free to write what they want to write. Goal to graduate more sports writers to vote Aggies into higher rankings in football polls?

Journalism has thrived since it reunited with Comm a few years ago. The MGT Report had out dated data and this recommendation looks straight out of the 1990s.

This is takes years to plan and effect. It seems that the approach to change as been to throw dollars to create a showcase without much research to show that these programs will attract students.

?

Why was it eliminated in the first place? This will not affect my research program.

The previously eliminated program was weak.

Comment on how implementation of this recommendation might affect your rese...

Do not need to add any more liberalism to the university.

Similar to the prior recommendation, this is simply not a good use of resources in my estimation. Building something like this from the ground up is extremely difficult, particularly when it comes to recruiting a strong faculty, and I think we'd be much better off playing to our strength than trying to fill in gaps in what we don't have -- every university is lacking in some areas and that's fine.

Will not affect my research program.

We went down this failed path once before, right?

Too many disparate programs for journalism and communications.

Faculty lines to staff this department will come at the expense of other urgent needs.

This could help establish programs in science journalism and give students a stronger background in science communication.

Great idea. Need engagement from ALL the colleges on this.

TAMU dismantled its school of journalism not too long ago. From those who were here at the time, it was not pretty. I wouldn't trust us to start another. Also, and this is VERY important - the MGT cites as a reason for starting a school of journalism that "Research has shown a strong correlation between lower newspaper circulation and ... an increase in taxes." This small detail gives up the ghost that the MGT report is politically biased nonsense. There is no citation for said research, and many educated folks (like myself) are happy to pay taxes so others can benefit. Not everyone is so selfish. Besides, one justification for this is that UT has a school of journalism, but again, we don't need to make efforts to look like UT.

I would like to know who is supporting this new department? Is it to be like the newly forming Journalism Department at UT? I would like to know how they intend to "aid restoration of trust in media." I find this a concerning statement, and fear that this department could harm the reputation of Texas A&M nationally, which would harm our research programs.

I find it strange that this University does not have such a department and am not sure why it was disbanded.

No effect, but a comment. I fear that the hidden agenda is to create research professorships on "how to get far right extreme positions onto readily available social media platforms". In other words, Journalism to serve Republican interests in Texas.

It could be a great idea if integrity and common sense were taught there, which is unfortunately unlikely.

People in my current college have written about my research. They are not particularly good at it. Having a journalism program might lead to better reports.

Yes, but let's not replicate what we already have. It should be about realignment and focus on all forms of communication and mass media to serve the public good. Not sure why so much emphasis on journalism particularly.

Resource investment that would enhance my research program would enhance student learning in diverse communication skills. Journalism was eliminated previously. Most other schools have moved toward a focus on multiple degree offerings within mass communication. To that end, my students have benefitted tremendously from the Sci Comm courses and workshops within BIMS.

Embarrassingly stupid suggestion. Will it be called the FOX School of Propaganda?

This was closed back in mid 2000s. Debt to salary ratio in this era of internet is abysmal.

Isn't this a dying profession? Won't it be hard to break into with other more established programs across the country? Probably better ways to spend our money.

Comment on how implementation of this recommendation might affect your rese...

But do this through the dept. of Communication which has already taken over JOUR from Liberal Arts. Create a new dept., Communication and Journalism. This should lead to more emphasis on media and journalism research, and allow grater involvement of undergrads with these specific interests into the research process.

Jumping into the world of journalism without a clear understanding of what resources will then be taken away from successful programs here are TAMU is concerning.

What was previously missing was strength in STEM journalism that should be in the new department. The MS program in CVM should be added to this unit.

That is back to the future. JOUR programs are now in multidisciplinary groups and not set aside.

None.

Didn't we delete this program just a few years ago?

This should be done only if there is a serious investigation of market opportunities for graduates. Traditional journalism has been in a freefall for years. Salaries are plummeting at the same time the need is growing. How will succeed in such an environment.

Journalism means a lot of different kinds of communication--in part, this was why it was separated out to begin with. I would need to know more.

A good idea but it will take years to recreate this dept.

Needed in a modern fragile society. Would not impact my research at all, but would strengthen my faith in society.

Journalism is important, but unfortunately it is an area in the job market that is contracting rather than expanding.

Excellent idea!

Primarily disagree because investment in this program will gut resources for other well established programs that need more staff support, more faculty, and more high quality space and equipment.

Evidence gathering and critical thinking ability as is applied in Journalism is criticsl to ALL of our students- and it is a critical cornerstone of our research programs.

This something any good, well rounded school should have.

Observe that the previous set of consultants suggested the demolition of the Department of Journalism. Can we stop spending money on moving around the deckchairs?

Possibly enhanced collaboration outreach credibility on research proposals requiring promulgation of results beyond academic publishing.

this would be a good outcome

Apparently we, like other universities, recently eliminated our journalism department. Students are not able to find jobs, so it will not be an attractive option as a major.

All major universities have departments or colleges of Journalism. This is a good idea in general. However, I have read many horror stories about the considerable cost of journalism school and this may have to be considered if such a program is launched. Establishing the school would not affect my research program at all, other than there are limited resources and launching a new program requires considerable investment that will have to come from resources that could have been used elsewhere.

Comment on how implementation of this recommendation might affect your rese...

MGT appears to have looked at other universities as a template, and their recommendations are ways that we can look like others. Wasn't this program in existence here 10 years ago and then eliminated? I'm fine with having this as a department, but do we want to add the cost and yet another focal area? This is an issue of space, faculty, advising, program approvals, dept administration and staff, etc. Are we suffering from a lack of journalism colleagues with whom to do research? Are we losing large numbers of students because we do not have this department?

No jobs

We just got rid of one didnt we?

Didn't we disband a journalism department school before? We do not need a journalism dept to teach media literacy (which we do need to teach our students) media and scientific information literacy is very important and can affect our research programs greatly but not sure a journalism school is the answer this needs to be a constant effort on many fronts.

would not impact my research but is a great idea.

We had one and cancelled it. I did not see a strong reason to rebuild it in the report.

Deja vu! Resuscitate a dead body! Perhaps the school will be dedicated to promote the right view of news.

I agree, but heard TAMU got rid of this dept a few years ago...

It never should have been disbanded, so this is an appropriate correction.

This was a gem for Hispanic students looking for good career paths.

We already have a program of journalism and the coordinating board has resisted a separate department which is why we, historically, don't have one already.

N/A

Report's authors appear to be pretty ignorant of the Journalism history at TAMU, and the reasons that the department was dismantled.

There is an ongoing need for excellent junior technical writers in my research area.

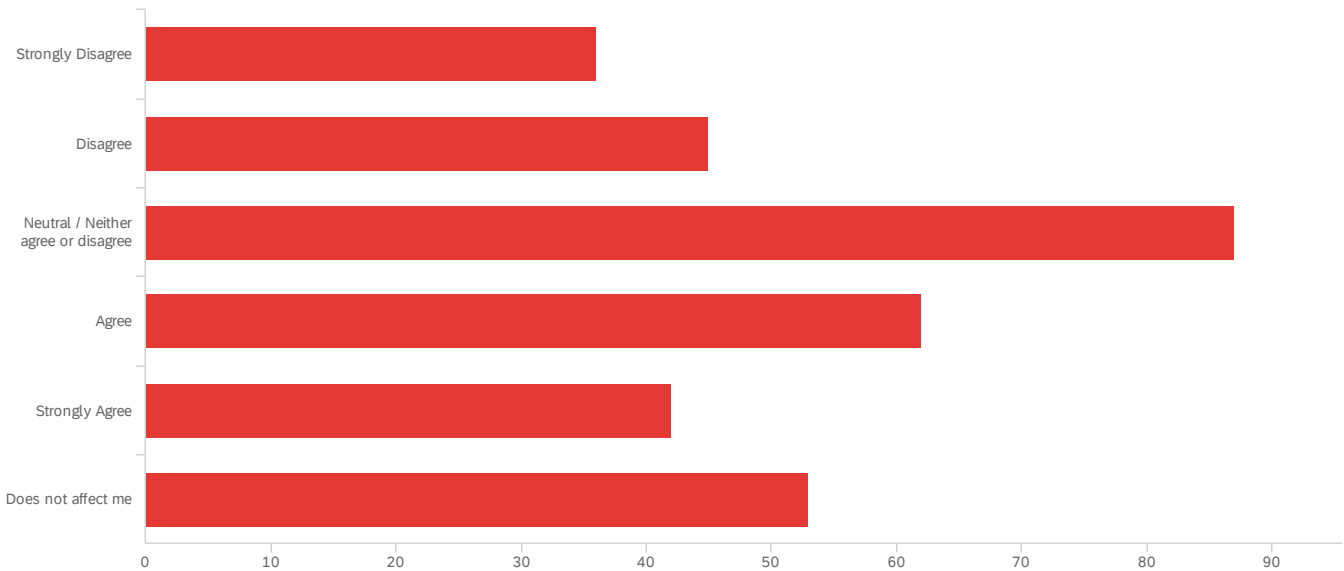
The transitional journalism as a profession is dying. Creating such a program at this time is not a good move and is not economical for the university.

I get the impression that journalism as a profession is disappearing as media become democratized

Twitter and Facebook are not journalism.

We closed down a journalism program 15 years ago. I'm not sure why it will be successful now.

Q6.4 - Recommendation #4: Elevate and expand the Bush School of Government and Public Service to be a highly visible and accessible part of the university portfolio through significant investment and a merger with the Department of Political Science. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #4: Elevate and expand the Bush School of Government and Public Service to be a highly visible and accessible part of the university portfolio through significant investment and a merger with the Department of Political Science. Do you concur with this recommendation?	22.00	27.00	24.58	1.56	2.42	325

#	Field	Choice Count
22	Strongly Disagree	11.08% 36
23	Disagree	13.85% 45
24	Neutral / Neither agree or disagree	26.77% 87
25	Agree	19.08% 62
26	Strongly Agree	12.92% 42
27	Does not affect me	16.31% 53

Showing rows 1 - 7 of 7

Q6.4A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

Making the Bush School of Government and Public Service a more visible and accessible part of the university is a sensible goal. Doing this has the potential to strengthen the university's international stature and research programs. Two highly regarded programs that I am familiar with are The Fletcher School of International Law and Diplomacy at Tufts University and the Baker Institute for Public Policy at Rice University. Considering how facets programs or those at other universities might serve as models for Texas A&M and the Bush School would be very wise. From the report, it does not appear this has been done. I cannot foresee whether or not moving the Department of Political Science to will help or hurt efforts to make the Bush School more visible and accessible.

Many of the research areas I work in have the potential for extension via political science, and having the Bush School involved will make it harder to continue in this vein, as the mission of the PoliSci department gets watered down.

See above

This recommendation is completely unworkable. The department of Political Science is a research-focused social science enterprise. There is very little research at the Bush School and the emphasis on public service is completely alien to the folks in POLS (I am not in that department, but know it well).

Bush School is already highly visible and accessible. I do not have an opinion whether it should be merged with Political Science. But, likely most of the faculty in Political Science did not come here to be in the Bush School and vice versa; hence, I cannot imagine this would be an easy merger.

Isn't this counter to the mission and charter of the Bush School? What would Pappy do?

These two units appear to serve very different purposes and seem to be functional as separate entities. Political Science is very commonly housed in Colleges of Liberal Arts or Arts & Sciences at our peer institutions. It doesn't seem necessary to change this. Also the Bush school is quite politicized, while departments of political science should be neutral and show all perspectives. Aligning them thus seems unwise. Physically moving undergrads towards Bush school could also present challenges, given the distance.

Political Science does not belong at Bush School.

This will not impact my research, but will certainly have a negative impact on colleagues in CLLA. Public policy and political science do not overlap; the move may or may not strengthen the Bush school, but it will definitely weaken the programs that are pulled out of CLLA. POLS is a top ranked program; those faculty can leave, and they'll do it if they are forced to move to a unit that does not align with their research mission.

(1) Historically, political science and policy schools have never been integrated. Indeed, they are like oil and water, not blending at all. Typically, political scientists argue that those in policy schools are atheoretical, and those in policy schools accuse political scientists of not knowing anything about the real world. (2) In the instance of the units here at TAMU as they currently exist, political science has a sophisticated insistence on computational analysis and students at the Bush School are largely doing secondary research at best. Existing Bush School students will not want to take or succeed in the kinds of courses being taught in political science. (3) Policy schools at public research universities across the country typically primarily train mid-level government administrators for the state. TAMU is unusual in this regard because of the percentage of students interested in going into domestic or foreign intelligence and/or enforcement work at the federal level, but these students have the goal of training to be practitioners, not policy-makers. The educational background of the faculty at the Bush School includes emphases not found at other public policy schools in the country (including at UT-Austin), and the curriculum also differs in some ways from what is typically found because of the emphasis on national security. Making the school bigger by bringing in the research-oriented units of political science and economics would be at significant odds with the current culture and focus of the School. There was nothing in the report that suggested a plausible way of getting from the current situation to the goal as expressed in the report. What happens with the Bush School is of importance to me from as someone whose research program is policy-focused. It affects the collegial environment (and thus my own intellectual growth) as well as the kinds of students with whom I might be able to work on policy-related research projects.

Implementation: has this been discussed with relevant department heads and faculty?

Comment on how implementation of this recommendation might affect your rese...

Why should this particular center be selected over other center that have been a proven draw for students?

Do not expect any effect.

At some point the report says that many undergraduates students have never heard of the Bush School of Government. I find that hard to believe, they offered no evidence for it, and honestly that sounds completely made-up.

I have no opinion on this.

Bush school has plenty of money already. I don't see how an investment would help. Maybe in Texas it is better to keep political science and policy separate since the Bush name implies a rather one-sided view.

The Bush School is already highly visible.

This school seems to have a lot of untapped potential and should probably be more of a strength for TAMU than it is.

The name of the school gives it a partisan flavor... problem...

Will not affect my research program.

Seems logical.

Both organizations will be stronger by collaboration, not by merging.

Seems like a perfect fit to leverage strengths and build on.

Merging a professional school with an academic department will cause a loss in the reputation and ranking of the political science graduate program making it harder to attract good faculty and students.

This won't effect me directly, and I leave this issue to those more directly impacted.

no effect

I think what MGT misses is that TAMU does not have a College of Social Sciences, and it should. As a result, many disparate things have been lumped into Liberal Arts—English and Economics, for goodness sakes! (And now the MGT recommends it become even more incoherent with a College of Arts and Sciences!) So the MGT firm cast their eyes around for some greater conceptual coherence for these disparate fields, and apparently came up with the notion of policy-relevance as a theme. So everything the MGT firm considered to be even somewhat involved in policy-relevant research, such as Econ and Poli Sci, and IS, would be put together under the entity that already has that theme—the Bush School. But that's a contorted response when a much simpler solution is called for: create a College of Social Sciences, under which Poli Sci and Econ and IS and Sociology and History and Psych would all belong. That's where coherence is to be found. The social sciences are far, far larger an enterprise than public policy. They are in the business of knowledge creation first and foremost—even if there is no immediate practical policy application for such knowledge. To try and have a policy school absorb social sciences is thus like having a gnat try to swallow a camel—the gnat will die and the camel will end up horribly mangled. It's really a completely backwards view of which is the larger, broader enterprise and which is the smaller, more focused enterprise. It's like a School of Optometry becoming, in effect, the College of Health Sciences . . . makes no sense, and destroys the School of Optometry to boot. And the realization that policy studies is a more focused enterprise is no doubt why the LBJ School is a separate entity in the UT system. The Elliott School of International Affairs is a separate entity in GW. SAIS at Johns Hopkins is a separate entity. Our top peer competitors have gotten where they are by being separate entities within their respective university systems, which allows them to focus in laser-like fashion on their educational mission. If the Bush School were to dilute its focus, it simply could not compete with its peers in the world of professional schools of public service and international affairs. Instead of being a rising star—which is what the Bush School is among its peers—we would no longer even be on the playing field. In addition, the quality of a graduate program is strongly linked to small class sizes. Under the MGT plan, small class sizes for Bush School MA students would of necessity disappear and our ranking among APSIA schools would plummet as a result. Finally, I wonder if President Bush made some stipulations about the nature of his School that still carry weight. President Bush was not in the business of broad social science undergraduate education. His mission was focused on preparing master's level students for direct entry into the world of public service. Surely that vision is still due respect at TAMU?

Comment on how implementation of this recommendation might affect your rese...

Dumb idea. Policy science is highly inter-disciplinary and involves many departments from colleges all around the university. focusing on a single department is misguided. interdisciplinary joint appointments based on expertise regardless of department and college would be much more effective. I cannot contribute to research under the proposed change. I could easily contribute to research under a program of interdisciplinary joint appointments.

I am sure that the PoliSci department is not liking this. How does moving to Bush make it more accessible? This is doubletalk. It will be less accessible. And why an investment here rather than, say, chemistry which is breaking into the top 10 depts in the country?

Political Science is the highest ranked program in Liberal Arts. Highly ranked political science departments are not found in policy schools. This move lowers the prestige of the Department but also the college that loses Political Science. It should be pointed out that policy schools that include a Political Science department aren't aspirant schools either.

I think both entities serve different stakeholders. Is the purpose of the alignment to ensure a homogeneous take on public policy and political philosophy?

This move would degrade the reputation of one of the strongest units in the current CLLA.

Doesn't affect my research but seems like a strange merger, not typically seen at upper tier public policy institutes. Would also require standing up a whole new UG program, which would have significant startup cost.

The missions of the two programs are incompatible.

Political Science won't be better off in the Bush School. Weakening their connections with Philosophy, Economics, and Sociology doesn't serve any of those units well.

What is the basis of this elevation, past performance must be evaluated to justify elevation

Department name would likely need changing to reflect its breath. Folding into a dept is not exactly elevating the school.

Someone should talk with these two groups first. Neither group wants this and if one knew their history, one would know why this will fail (and we will lose a lot of great faculty).

Uncertain.

The Bush school seems to be strongly aligned with one political party, rather than a neutral school

It is critical to my research program that we have a strong and independent Department of Political Science

This would be an uneasy alliance. I do not like that decision is only justified on the basis of undergraduate education. What about research? Policy is often separated from political science per se.

Seems good on paper but unworkable in practice.

The Bush School is not just a bunch of political scientists! Faculty are truly interdisciplinary, from economics, public administration, history, international affairs, nonprofit management, and sometimes disciplines like sociology and social psychology. It is a problem for schools of public affairs when they are perceived as just political science, because they very intentionally are not. Policy research involves a variety of disciplinary perspectives which the current school is committed to. Combining the tiny Bush School with a department with a huge undergraduate population will undoubtedly remove focus and resources from the existing vibrant programs. I support expansion of the Bush School in a way that builds on its strengths (such as gradually expanding undergraduate offerings) rather than makes it into something it isn't and shouldn't be.

Not a fan of an obese Department of Political Science, but the rationale is good.

Comment on how implementation of this recommendation might affect your rese...

This is an AWFUL idea that would strip the Bush School of any independence

The Bush skills strengths could be diluted were it merged with the Department of Political Science.

If a new College of Arts and Sciences is created, Political Science and Economics would be important social science anchors in that new college. Separating the social sciences into multiple different colleges weakens their ability to collaborate and share social science-specific resources.

The Department of Political Science belongs in the new College of Arts and Sciences. They are not interested in public service, which is the mission of the Bush School. This recommendation would not elevate the Bush School but rather expand it to include people not interested in nor trained to teach students about public service. Don't mix oil and water. There's a reason as a political scientist I went to a policy school and not a political science department. Instead, create undergraduate programs in the Bush School and plus up the faculty to accommodate them.

This appears to be based on a stereotyped idea about what political science is. Their work is fundamentally different from public service or public policy.

Again won't really affect our research programs.

Poli sci belongs in an arts and science college.

Possibly enhanced collaboration credibility on research proposals requiring policy analysis or impact assessment.

Don't know enough to provide useful commentary.

The Bush School is already well regarded and bringing another important department would likely enhance its reputation. This does not affect my research program, though.

My research program would likely have additional opportunities with such a merger. I've been disappointed at the lack of collaboration and conceptual disconnect between my college and the Bush School.

The report didn't discuss the opportunity costs of this (and analogous suggestions). Therefore, it is hard to trust the recommendations.

The Bush School serves a much different focus with careers toward serving in public agencies while political science is an academic field with strong theoretical and historical focus.

water and oil would be a comparison? no effect on my research except possible resource diversion

No impact on my research - not sure how those affected might feel.

I think the Bush School is important. Not sure about a merger given that for some reason it was separate. What is the real reason?

The cultures of these programs are very different and it will be a difficult merger.

Missions are not the same. No matter how much I love the Bush School, it should not hold Political Science hostage.

Tail wagging the dog as it is

How about merging them all into Arts and Science, and keep those strengths as part of the college?

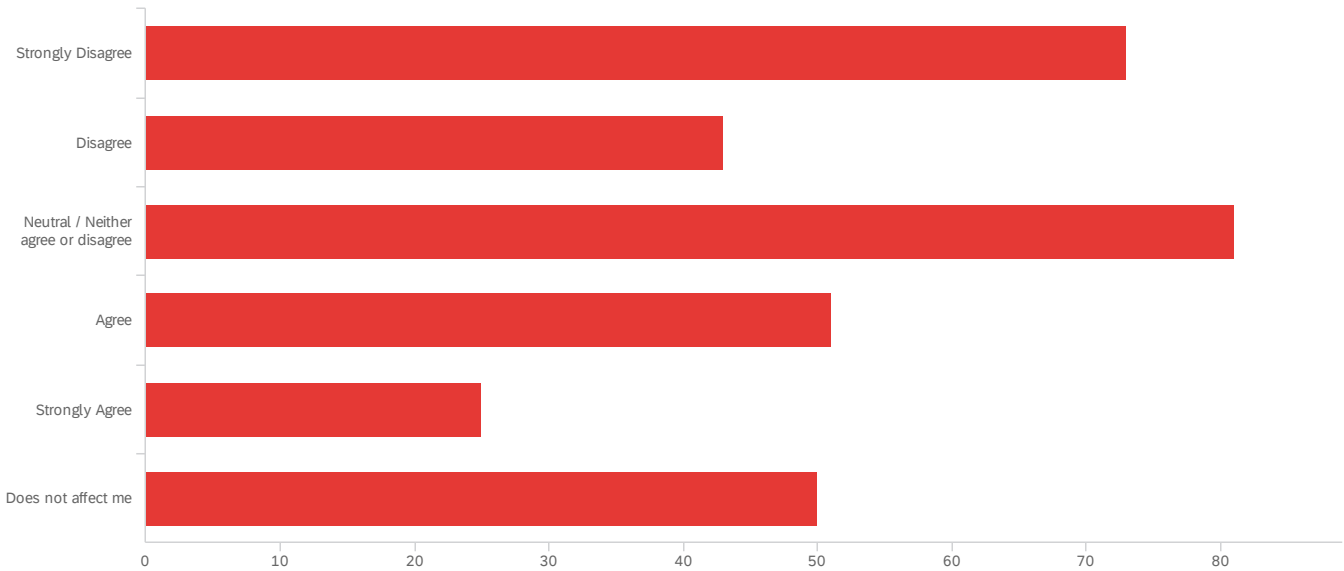
Comment on how implementation of this recommendation might affect your rese...

The Bush School, as its full name indicates, focuses on preparing graduate students for careers in public service. Faculty research focuses on the application of theory to practice, on determining what is to be done, not on theory for theory's sake. Political science graduate education is about preparing students for careers not in public service but in academia. Political science research focuses not on the application of theory to practice but on theory—theory for theory's sake. The fit between the Bush School and political science is incredibly poor. It would be misguided to attempt to integrate the two. This is a failure waiting to happen.

The bush school is one of the top groups in the country for what they do and the community they serve.

Like the other college mergers I'm not opposed as long as it is down well and protects faculty and staff.

Q6.5 - Recommendation #5: Create the new Institute of Biological Life Sciences which will contain the Department of Biology and the Biomedical Sciences Program. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #5: Create the new Institute of Biological Life Sciences which will contain the Department of Biology and the Biomedical Sciences Program. Do you concur with this recommendation?	22.00	27.00	24.19	1.69	2.86	323

#	Field	Choice Count
22	Strongly Disagree	22.60% 73
23	Disagree	13.31% 43
24	Neutral / Neither agree or disagree	25.08% 81
25	Agree	15.79% 51
26	Strongly Agree	7.74% 25
27	Does not affect me	15.48% 50

323

Showing rows 1 - 7 of 7

Q6.5A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

BIOLOGY The proposal is correct that Texas A&M University has a number of departments that focus on biology and some consolidation is appropriate for both academic and financial reasons. But the plan in the proposal is backwards in its approach. Rather than removing Biology from the current College of Science (or a future College of Arts and Sciences), Texas A&M should strongly consider the proven, successful models of other universities that incorporate a strong central Biology program in Arts and Sciences, and retain only specialty Biology in other specialty Colleges such as Agriculture and Medicine. It seems inconceivable the plan's proposed approach is correct while all of Texas A&M's aspirant universities are wrong. To be a real cornerstone of a university, true College of Science or College of Arts and Sciences have an effective Department of Biology. The proposal's oft repeated example of the College of Literature, Science, and the Arts at the University of Michigan is home to the Biology Dept, Biophysics Dept, the Biological Station, Ecology and Evolutionary Biology Dept, the Museum of Natural History, and the Undergraduate Program in Neuroscience. Indeed, the top universities in the USA include their primary Biology program in Arts and Sciences: the Faculty of Arts and Sciences at Harvard University (Bioengineering Dept, Organismic and Evolutionary Biology Dept [aka BIOLOGY], Stem Cell and Regenerative Biology Dept), the School of Humanities and Science at Stanford University (Biology Dept, Biophysics Dept, Human Biology Dept), the College of Science at M.I.T. (Biology Dept, Brain and Cognitive Sciences Dept), the College of Letters and Science at the University of California, Berkeley (Integrative Biology Dept). Consider Texas A&M's peer institutions: the College of Arts and Sciences of University of North Carolina at Chapel Hill (Biology Dept, Biomedical Engineering, Psychology and Neuroscience), the Eberly College of Science at Pennsylvania State University (Biology Dept, Biochemistry and Molecular Biology Department Dept), the School of Arts and Sciences at Rutgers University (Biological Sciences Program, Cell Biology and Neuroscience Dept, Genetics Dept, Molecular Biology and Biochemistry Dept), the College of Natural Sciences at the University of Texas, Austin (Integrative Biology Dept, Human Ecology Dept, Nutritional Sciences Dept), etc

Will offer graduate students flexibility and more choices in terms of Plant Biology Course offerings

Biology is not Biomedical Science. The fact that MGT doesn't know that is troubling. This new entity is called an "Institute", why would it not be a new college or Department. That's just confusing. Why would it not include Animal Science? Entomology? All the other "life sciences"? It could work, but would again require the extensive input from faculty to see where synergies exist and how best to serve the students and research faculty. Clearly this would have major impacts on research as teaching requirements would have to be realigned, faculty may have to change departments which affects all other faculty functions. Faculty should drive the creation of departmental or college mergers. Never administrators. If the faculty in the target departments/colleges are in agreement that the merger is beneficial to the mission of the university, then it should proceed. If not, then the faculty should offer other paths for improving efficiencies and enhancing the experience of students. The logistics of this are hard to even imagine. The faculty that teach in graduate, undergrad and professional programs would be difficult to manage. There could be a mass exodus of faculty that would be extremely difficult to replace, primarily those with teaching and research appointments.

Biology belongs in the College of Science, and this is a recommendation that is not supported by the data.

In general, centralization stifles innovation, slows progress, and increases administrative hurdles to success. For these reasons, I imagine this merger will slow research productivity and collaboration / shared use in these units. Allow them to remain autonomous and strengthen ties / communication where it is weak.

Don't know enough about this to have an impression one way or the other but it seems that Biology in its basic sense and Biomedicine are distinct disciplines. It's hard to see Biomed affiliated with Agrilife.

Depending on exactly how this is implemented, this could very negatively effect my research program. This recommendation is based on poorly documented, and sometimes false information. The recommendation presented in the report is extremely vague and no clear and genuine rationale is provided. The consequences of following this recommendation are unknown and unpredictable, and unintended negative consequences certainly have not been considered. Adopting this recommendation could have the effect on my research program of motivating a move to another institution. I also expect that other faculty will consider leaving TAMU as well, so this could have a profound negative effect on faculty retention unless the recommendation is carefully implemented with meaningful input from the effected parties.

We will never be able to combine all biology across campus into one unit. For example, biomedical engineering is never going to leave engineering. Thus, students will ALWAYS have to navigate searching for majors and research labs across a wide campus. This is not good justification to merge. Instead, having "transfer specialist" advisors who can help navigate the change of major process would fix this problem. All colleges of Science or Arts/Sciences should have a basic Biology program. It sounds like the negative comments in the MGT report regarding the Department of Biology are out of date. Overall, I anticipate that this merger will create more problems than it will solve.

Comment on how implementation of this recommendation might affect your rese...

This could be a long-term benefit to students -- however, under the current COALS leadership it would likely fail.

Incorrect conclusion from report that Bio is underperforming. No clear reason for this based on research disciplines.

No one knows why this is being put forward; it will not impact my research, but the rationale is weak.

Removing these two programs and associating them with Agrilife seems to be separating them from the core of TAMU. It seems much more logical to have these units align with TAMU-Health, Vetmed, and the College of Medicine since the majority of the undergraduates enrolling in BIMS are pre-med focused. Also, it is not clear what the plan for graduate education would be? The report mentioned the perceived core mission of the CVM is professional AND graduate education. If the BIMS undergraduate program moves, and the professional program stays, would the graduate program stay aligned with CVM, move to Agrilife? For units relocating, will faculty move physically or in org chart only? What about faculty that are for example integral members of graduate and undergraduate education? Would these faculty now be associated with two units? Will the graduate students enrolled in these programs get the experiences they were expecting?

The name is laughable, and must have been invented by the department of redundancy, or by illiterate dunces.

It is not clear why is a good idea? What are the opportunities? How will that affect students in biological sciences? Faculty? Has anyone asked them to help develop a vision?

?

How are other Centers and Institutes (research) going to be treated. As well, there are institutes that how departments? Typically, departments house centers and institutes. This just seems strange.

Being currently a faculty in the department of Biology, this strongly affects me. And scares me for two main reasons: (i) the arguments brought up to/by MGT for this recommendation are unjustified and erroneous (e.g., underperforming department), suggesting that several people on campus want to dismantle our department for their own good. I strongly question the friendliness of their agenda, and can only envision negative impacts on my research program. (ii) creating such an institute under the hospice of the COALS will likely end up (or strongly damage) "fundamental" science research programs in the department of Biology, e.g., by favoring the recruits of graduate students and faculty only working on applied biological questions in that new Institute. This can only decrease the level of the Life Sciences at TAMU. If this recommendation is enacted, I will look to move my research program (and grants) ASAP to another more supportive university. And I know that I am definitely not the only one...

So we're kicking the Department of Biology out of Science? Why??

It sounds like a good idea, but it will only be productive if both departments feel their needs are being heard and both will become better/stronger with the merge. Many friends I have on the departments affected by the suggested changes are considering leaving A&M altogether due to lack of transparency from the leadership on this process.

This does not adversely affect my research. My colleagues in biology, however, are quite upset and find this capricious and arbitrary.

I'm not sure change for change sake is worth it. If it improves function and resonance with students, yes, if not, no. I didn't see sufficient justification in the report.

Why this is not part of the proposed College of Arts and Sciences makes no sense to me and will probably alienate the folks in Biology to some degree

Biology is a basic science with similar research support and hiring needs as other basic science departments.

While i agree in principle on this, it very much will matter on the execution...

I don't know what an Institute of Biological Life Sciences would be. I would prefer Biology to move to AGLS as a department, and that the BIMS students are moved to departments in AG, e.g., Biology, Genetics, Biochemistry, Animal Science, Entomology, etc.

Comment on how implementation of this recommendation might affect your rese...

A majority of undergraduate biology-related teaching occurs in the Department of Biology. Biology and biomedical science majors take a majority of the classes in the College of Science. If an Institute for Biological Life Sciences is created, it should be located in the College of Science (or College of Liberal Arts and Science). The Department of Biochemistry and Biophysics should be moved to the College of (Liberal Arts and) Science.

Under the current COALS leadership team, this is a HUGE mistake. Dr. Patrick Stover can not manage anything that is not directly tied to nutrition. Change leadership, and perhaps this could work. Perhaps "Agriculture" and "Life Sciences" need to be split instead of this merger. These programs are not in keeping with the heart of COALS; different philosophies and different research needs. Programs like the University of Florida do not even offer "Biology" because it is reflected in other programs that are more subject-specific.

Not sure why a new insitute is needed here? increase another level of administration?

Is this necessary? Will there be a loss of focus for each?

It is strange to me that Biology will not be included in the College of Arts and Sciences (if that merger were to take place to me). Why not have this in the C of A and S?

Thank you for the opportunity to read and respond to the MGT report. I gained important insight from the report and in general, agree with realignment to increase efficiency, productivity, and consistent evaluation. However, there are several inconsistencies that I believe need to be addressed. The report states that "most peer institutions do not have a stand-alone biology department", which is not accurate. While the specific name of the department may vary (e.g. Department of Molecular and Cellular Biology), almost all peer institutions have a biology department in the College of Science (or Arts and Sciences) with Cornell University being an exception. The selection of Cornell University as an example is not well justified. It is not clear how a smaller private university (with a public College of Agriculture) relates to a large public university. Further research is needed to determine to potential repercussions of this move. The proposed restructuring of the Department of Biology in the new Institute of Biological Life Sciences in the College of Agriculture and Life Sciences is also not well defined. Having a broad and collective Department of Biology is an advantage as it creates novel collaborations, increases the breadth of knowledge gained by undergraduate majors, and is a version of the academic centralization that the report consistently promotes. Moving the Department of Biology to the College of Agriculture and Life Sciences could ultimately lead to decentralization of the Department of Biology and effectively be counter-active to the proposed mission. The use of comments during interviews to define underperformance of the Department of Biology does not hold up to academic standard. Quantifiable metrics, such as a the low fail rate of 1st year students (11.2% in 2020), high retention of first year Biology majors (95.9%, which is higher than the TAMU average of 94.3%), 57% increase in awarded degrees over the past 5 years, marked increase in research awards (>\$21M), and high diversity (16% greater than TAMU average) indicate that the Department of Biology is one of the top performing departments on campus. The Department of Biology is in the early stages of a strategic plan to build upon this momentum and become one of the premier biology departments in the country. The strategic plan will further increase the upward trajectory that the department has already created. While there may be some historic context to the Department of Biology's perceptions throughout the university, it appears that comments cited in the report are outdated. The MGT report would greatly benefit from a more rigorous assessment. The Department of Biology has also helped create a new Neuroscience major, which has exceeded enrollment expectations and is a powerful recruitment tool for the university. The position of the Department of Biology in the College Science (or Arts and Sciences) is critical to the implementation and growth of this degree. Substantial changes to the Department could impede this new and exciting major, as well as other initiatives within the College of Science.

Biology topics that are organismal, behavioral, deal with wildlife and fisheries, conservation, evolution, and ecology are their own fields that are broader than biomedical topics and agricultural applications. Segregating biology in their own institute would reduce collaboration among related departments and make it more difficult do interdisciplinary science. It makes little sense to combine Geosciences and Science, but remove Biology from a College of Arts and Sciences.

These programs have different missions.

HELL NO. Biology is not all ag, this fundamentally misunderstands the entire discipline and would be a deal breaker for me as a faculty member and as a student. completely unjustified.

So complicated. I defer to my biology colleagues on this one. I agree having what I consider the 'life sciences' split over 3-4 colleges is pretty dumb, but why put this institute in the College of AgLife? Why not just move the zoology/botany related departments in AgLife to be with Biology in the institute and give the institute to some other college?

If the goal, as stated above with reference to the arts, is to bring together the arts and sciences, how does removing the essential science, Biology, from this college serve that goal?

This won't effect me directly, and I leave this issue to those more directly impacted.

Comment on how implementation of this recommendation might affect your rese...

The Department of Biology should become part of the College of Science.

little personal affect, but a major affect upon colleagues. Comment: all biological sciences are in an active state of flux. The ideal organization for one decade may not be that for the next (continual development of new disciplines). This is not an organizational initiative to be treated lightly and not without intense study. On the other hand, inertia is also a bad idea and there should probably be a standing review process as to how biological sciences are organized and packaged on campus.

As a researcher in the CVMB, the "Biomedical Sciences" part of our identity is paramount to research success. It facilitates interaction and collaboration among a large number of allied sciences; it creates multi-disciplinary research opportunities for students in course-based research, guided laboratory studies, extra-curricular research, and paid research support opportunities for student workers; it enhances the visibility of the applied and clinical end-goal of many undergraduate biology majors. The value of multidisciplinary and translational research is being increasingly recognized by funding agencies, and projects which can demonstrate these components are more successfully funded. Outcomes-based success for undergraduate programs, which includes advancement into the clinical training programs targeted by their graduates, is also an increasingly important component of government educational support. This seems to be absolutely the wrong time to disassemble the highly successful integration of basic and applied sciences in this prominent, well-funded, well-respected college.

The wording in the report is hard to digest. It is not clear what is being proposed. There are many inaccuracies in the report that also make it difficult to assess. The Biology department belongs in the College of Science, it is a basic science department with a culture that is very different from Ag. In addition, Biology has worked hard to improve its teaching mission with great success. The better option to deal with duplication of courses, is to give Biology the lead in biological life science degrees on campus. I have much more to say on this, but will leave it here for now.

The name is a word salad. If you're going to abuse terminology, at least make it form a nice acronym.

The details of implementation are very critical. Having all lower level life science students together to get their fundamental science underpinning (1-2 years) and then allowing them to branch out for upper division courses that may still be in fundamental science or in applied life sciences would be fine. The fundamental science portion of this should be retained in the College of Science, while the more applied tracks would have the upper division part in the College of Ag & Life Science.

Can I more strongly disagree than just "strongly disagree". You are suggesting taking the Dept of Biology out of the College of Science.? Again, this is a tricky worded question. While it sounds nice to unify more the disparate biology units, it sounds like more of a concentration into Agrilife. Agrilife is already too distant from the main campus, both physically and intellectually.

No foreseeable effect.

It would be more effective and efficient to move all the life science departments into the College of Ag and Life Sciences. BIOL and BIMS could be reorganized in the process -- moving some faculty to units within COALS where they best align, and perhaps creating a new department, such as neuroscience or microbiology.

it might make the whole university stronger.

Unclear how COM faculty will be impacted by this change. Seems like it will benefit undergraduates more than it benefits researchers/PIs.

how will this relate to college of arts and sciences. the distinctions are so strange.

Will not likely succeed under the leadership of Dr. Stover

TAMU doesn't have a structure to effectively manage academic programs, especially undergrad, within an institute. Placing this institute under the direction of COALS would likely reduce the attractiveness of Biology to undergrads not interested in Ag, and would likely do significant damage to a very effective pre-professional program. This is a consolidation of power that does not make sense. Moreover how can one have a strong College of Arts and Sciences that doesn't have a biology program? The report's comparison of different biological science fields was silly. It might have suggested a merger of electrical engineering with civil engineering because they are both engineering degrees.

The department of biology needs academic independence from BSP.

Comment on how implementation of this recommendation might affect your rese...

Academically sound idea. Good for students. Probably bad for research if it requires moving Biology out of Science.

BIMS program is a very strong and longstanding undergraduate preprofessional program. It would be ill-served in a non-existent institute of biological sciences and both faculty and students would lose out on training and research opportunities. This is the worst recommendation of the entire set of MGT recommendations. It appears designed to extract value from one college and give it to another.

Cannot comment without better information; it could if it involves moving etc.

Will make it easier to recruit a broader group of undergraduate researchers into the lab instead of just pre-med kids looking to obtain a letter for their med school application.

Name is redundant and I do not like it. Just don't ruin the programs. Note: our department usually gets BIMS majors that move to our department - OFTEN BECAUSE OF DIFFERENCES IN ADVISING. Not sure if this will continue with centralization

COuld increase cooperation in fundamental sciences, sharing equipment, co-sponsoring students/grants, etc.

Unclear what the benefit of this are, simply moving faculty around will not change anything

Moving Biology from CoS will have an enormous effect on differential tuitions for service courses taught in other departments. Also, Biology fits naturally in the College of Science, and this recommendation directly contradicts the justification given in 1.

The aligning of biology with the College of Agriculture seems to undermine the premiss of a College of Liberal Arts and Sciences as one of the key sciences will have been removed from the College. It also has implications for the biologists who are in the new College of Liberal Arts and Sciences but are not members of the Departments of Biology or Biomedical Sciences. Biology is spread across several colleges and many departments at this institution. Who will teach what biology? How will access to shared resources be determined? Will the Department of Biology be 'stuck' between the College of Liberal Arts and Sciences and AgriLife?

The Biomedical Sciences major is not a biology program, and it should be housed in a college that understands health professions, in which the CVMBS has a long history. It is NOT confusing for students who know their careers are in the health professions, as evidenced by the number of students who matriculate every year. In fact, it is a major pipeline for medical and other health professions programs in the state of Texas. Using a successful program to bolster a less successful one (Biology) is counterproductive and will without a doubt dilute the success of the BIMS program. In addition, it is an integral part of the College of Veterinary Medicine and Biomedical Sciences, such that taking it out of the college will threaten the success of one of the highest ranked Doctor of Veterinary Medicine programs in the country and a highly successful research endeavor. Many faculty in the CVMBS are integral parts of undergraduate AND graduate AND professional education and pedagogy as well as research activities. Taking away one of the pillars of the college's success looks like a move designed to make the college become less successful, and the notion that the CVMBS is only focused on graduate education and small animal care is inaccurate and underscores the lack of understanding of what the college does and how important all the parts are to the whole.

Biology is one of the basic sciences and belongs in a college with other basic science departments.

Not sure about an institute, but there needs to be a more integrated life and biological sciences education programs. Its a Wild West now with significant overlap across 3 colleges that does not benefit the students. What was missing is whether the neurosciences should be moved to the dept of psychology and brain science, which is where all the strength exists.

An institute of biological sciences will likely at some point attempt to harvest the Department of Biochemistry, and biological sciences teaching and research already exists within the College of Agriculture and Life Sciences. Loss of Biochemistry will harm the college of ag, and its collaborations through loss of student identification for research participation, grad school, etc.

The formation of such an institute under COALS would likely end my research program. I am currently without federal funding but remain competitive. I fear that I will lose my laboratory space and my tenured position upon transfer to COALS.

Do not know enough to comment

Comment on how implementation of this recommendation might affect your rese...

An Institute is possibly OK, but moving Biology to Agrilife, or letting the Agrilife people run Biology, would be a disaster for many of faculty in Biology, and would make a Biology degree considerably less prestigious for the undergraduates trying to get into medical and professional schools.

Basic science must be retained. Any change from this will adversely affect my research program.

Researchers in these fields should be consulted. This would probably not affect me.

This was rather arbitrary.

I am a tenure-track Assistant Professor in Biology. I am also the College of Science representative for the Council of Principal Investigators (CPI) and a CPI Executive Committee member, where I am the sole representative of the College of Science. My concerns about the MGT report are almost exclusively focused on the issues pertaining to Biology and the potential creation of a new "Institute of Biological Life Sciences" (Finding #5 and Recommendation #5). The perception that the Biology Department is underperforming is simply not true. It is totally unclear what data this perception is based on. This may have once been the case (i.e. 10 years ago or more) but in the last 5 years, our department has been on a tremendous upward trajectory with regard to our teaching and research missions. It seems that not a single member of the Biology Department, nor the Dean of the College of Science, was interviewed in the generation of this report. It is apparent that our department is being unfairly singled out with zero data to justify it. Research: I am one of 14 new faculty members who has joined the Biology Department since 2017. This is a new, highly competitive crop of scientists who are showing success in bringing in research funding from federal agencies. For example, this year alone we have brought in upward of \$21 million in new external funding. Together with established, highly successful mid-career and established senior faculty, our research trajectory is on a solid upswing. We also have extensive collaborations within the College of Science. The Biology Department is also recognized on an international stage for our excellence in key research areas, including Biological Clocks, Spinal Cord Injury, Evolution & Ecology, and Microbiology. We are attracting world-class, ultra-competitive new faculty members because of our department's "brand". We are not simply performing at an "acceptable" level but we are excelling in our research. Teaching: Here are some statistics that clearly demonstrate the effectiveness of the Biology Department's teaching mission. (1) The DFQ rate of BIOL 111 reduced from 40.7% in 2015 to 11.2% in 2020. (2) The first year retention rate of Biology majors increased from 83.9% in 2015 to 95.9% in 2020. (3) The number of bachelor's degrees in Biology awarded in 2020-2021 is already over 40% higher than the last academic year (without factoring in 2021 graduates). (4) The number of 1st-generation college students graduating with Biology degrees is already over 80% higher than the last academic year (without factoring in 2021 graduates). (5) The number of Biology undergraduate majors has increased 57% since 2016 (currently 1942 undergrad majors). This compares to 12% over the university as a whole. These are just some statistics that demonstrate we are far exceeding an "acceptable" level of teaching. The benefits of the proposed restructuring of the Life Sciences are wholly unclear. A restructuring of this magnitude seems ill advised without systematically studying how the proposed changes would affect grants, ranking, and existing collaborations of Biology faculty within the College of Science. It is clear that such an analysis has not been done. Additionally, Biology departments are almost never in Agriculture schools, and such a move may hurt research and disrupt ongoing initiatives in the College of Science. If Biology is asked to move to the College of Agriculture & Life Sciences, I am convinced that this would have an enormous net negative impact on the University. It would negatively impact morale and make it much harder to attract additional new "star" faculty to the University, because it would destroy our "brand". There are no obvious benefits to such a restructuring.

I like the idea of Biology in COALS, which would rebalance Agriculture vs Fundamental Science and elevate the college significantly in the public view and strengthen research capacity. It would be a great sister department to Biochemistry & Biophysics. However, the Institute idea is deeply flawed. It is described as a vehicle for delivering general biology to the vast array of majors requiring it. In other words, it would become a ghetto of sorts where a full department is subsumed and responsible to an undergraduate-oriented administration (the Institute). Biology should be a pillar of whatever college it is in - strong undergraduate service and major programs, strong graduate programs and strong research activities. On the otherhand, BIMS is an undesirable track where weak students try to game their way into a professional school. Frankly, BIMS should go away and Biology should be given the tools and structure (like Chemistry) to offer general biology to the masses (most through APT faculty) and springboard students to their majors (cell biology, zoology, etc.).

Good idea, but the institute should be in TAMU, not Agrilife.

The 3 current programs have very different aims and folding the three under one roof, esp. if integrated into ag sciences would dramatically devalue the BIMS program and will make recruitment of professional students in vet med and medicine.

Comment on how implementation of this recommendation might affect your rese...

"Recommendation #5: Create the new Institute of Biological Life Sciences which will contain the Department of Biology and the Biomedical Sciences Program. This new Institute of Biological Life Sciences will be primarily housed in AgriLife but strongly connected with the College of Arts and Sciences, College of Veterinary Science, and TAMU-Health through courses, faculty, scholarship offerings, research grants, and laboratory facility use." In my opinion, the proposed solution does not address the problems outlined above - the fractalization of programs. The proposed housing of this new institute in Agrilife, as opposed to the College of Arts and Sciences confirms what I stated above: Reviewers were directed to write this review this way. Somebody in the upper administration has directed the MGT team to write this recommendation. In my opinion, whoever is named director or head of the proposed Institute was directly responsible for influencing the MGT review. Why not fusing ALL biologically oriented departments (including The Department of Biochemistry and Biophysics), into one College? Why not create one College The Department of Microbiology, which would include all microbiology-oriented faculty from ALL departments on campus into one? This newly-formed department would have high National and International standards overnight. Why wasn't the existence of the Interdisciplinary programs ever mentioned? This is a MAJOR fault of the report. These interdisciplinary programs are leaching resources from other departments and are an ipso facto departments. Why wasn't the Department of Plant Pathology and Microbiology, not mentioned? Why wasn't the impact of these proposed solutions on Graduate Students ever mentioned? Why wasn't the structure of the new administration system ever mentioned? To me this review and recommendations, far from addressing pressing problems or proposing valuable solutions, is aimed at stealing resources that the Department of Biology has painfully acquired since its inception. The Department of Biology has pioneered the teaching of the many diverse areas of Biology that spans from Botany/Zoology to Genomics. The general area of Biology is attractive to a large number of undergraduate students who, while generally attracted to Biology, are still exploring their specific areas of specialization. In this way, the Department of Biology is an inclusive department. In my view, the only true aim of the proposed solution is the centralization and re-direction of the money that comes from federal grants towards Agrilife. This is a power move, and has nothing to do with solving real problems. "Moving the Department of Biology and the Biomedical Sciences Program into the new Institute of Biological Life Sciences will allow for easier collaboration for the biologically oriented faculty in the College of Agriculture and Life Sciences to collaborate with faculty throughout the university working toward similar interests." Not true. Collaborations are high now and the proposed solution will do nothing to improve that. "Eliminating duplication and combining resources will likely enhance the Institute's ability to move up in state and national rankings. Uniting resources in this way can boost academic and research efforts for all related academic units. Of note, there will need to be significant resources committed to facility renovation to ensure that the Institute faculty and students have the adequate infrastructure to succeed." I agree with these ideas, but not with the proposed implementation. In my opinion the MGT review has been directed to find what the upper administration wanted to be found and it is utterly unfair, and biased.

This recommendation is just bizarre. It will not impact my program personally, other than that it is very weird.

there is zero reason why 'pre-med' aka BIMS should be in the vet school

Agree I guess. Strengthening life sciences on campus is a reasonable thing to do as we are somewhat fragmented. Biology should be elevated and allowed to have ALL the monies from teaching undergraduates that it currently has- in addition to control over its curriculum. Comments in the report that Biology is 'underperforming' are just false. Those comments appear to be based on comments from a few individuals and not on a representative sampling. To tar an entire department (with a brand new chair I might add) in this way is totally wrongheaded. The report was very sloppy in this way. I disagree that this rearrangement will make collaboration easier- because when I want to collaborate with someone it doesn't matter what college or unit they are in.

Biology is a strong department in the College of Sciences now.

Why is not biology with the college of sciences?

Biology belongs in an arts and sciences college.

The plan for this new institute focuses predominantly on the undergraduate program and largely ignores the graduate and professional programs in biology and life sciences and almost completely ignores in strength and impact of the TAMU institutions that focus on training in health and medicine which ignores those units where the vast majority of NIH research funding resides.

I feel that biosciences on this campus are a giant mess, and a clever reorganization of departments and IDPs could be a good outcome. Not convinced that the institute is the best way to make that happen. I do believe that this is an opportunity for some bold action, but the verbiage in the report suggests that they are coming at this for the wrong reasons.

Typically, Centers and Institutes reside in a Department which resides in a College. So, how does this impact other research centers and institutes? Is it a stand-alone institute? Do students complete coursework within the institute?

I am not again the Institute, but I am strongly against its inclusion in the AgriLife. That doesn't make any sense, and has extremely poor justification. Biology is a science and belongs there, not to mention all the existing collaborations within the college and the students college teaches

Comment on how implementation of this recommendation might affect your rese...

The justification for such an institute is that undergraduates in the life sciences are confused about appropriate majors, there are barriers to changing majors, thus causing increased time to graduation. The institute would allow life science students in Biology, Biomedical Science and the College of Agriculture and Life Science to all take the same curriculum in their first year. Almost 70% of life science majors are in Biology or Biomedical Science, and all these students already take the same first year curriculum that was developed by Biology and the biology courses are taught by Biology. The easiest way to fix this problem would be to have students in the College of Agriculture and Life Sciences take the same curriculum as the other life science students. There is no need or justification for an Institute of Biological Life Sciences.

Will align well with the COM research mission

Under such an umbrella, my chances to attract graduate students to my lab will significantly drop, thus negatively affecting my ability to maintain a productive, competitive and internationally recognized research program. In such a case, I would have no choice but look elsewhere.

Might affect me if the decision is made to include the biomedical sciences department in Dallas Texas.

This recommendation is very strange and would weaken the ability of my college and my department to collaborate with colleagues. It also will pressure biology faculty to engage in applied research. Biomedical sciences seems closer in focus to engineering than biology.

The report didn't discuss the opportunity costs of this (and analogous suggestions). Therefore, it is hard to trust the recommendations.

Biological life sciences.why not just biological sciences or life sciences (biology deals with living organisms....). Moving BIMS: how this is going to work is totally unclear and undefined , what will happen to the faculty involved in teaching in this program these are faculty that also do research and provide undergraduate opportunities to experience research. Many faculty teach in BIMS undergraduate and graduate classes and DVM program. as this is a BIOMEDICAL program a closer alignment with the TAMU health would make more sense but same question regarding faculty stands. What happens to the class rooms that were build to be used? where doe step money go?

Would not impact my research - not sure how it would impact those affected.

The names is redundant. This is just a scheme to move all the Premed UG students to COALS

Moving the Department of Biology out of Arts and Sciences could negatively impact ongoing collaborations with respect to research.

Add one more level of administration. Keep wasting resources in high salaries.

I don't understand why Institutes would have departments in them. Departments should be directly under Colleges only. Then Institutes could be at College or university level.

The duplication of courses and programs between the College of Sciences, Veterinary Medicine and Agriculture are a real problem. This problem is even worse when considering the Interdisciplinary programs (EEB, GENE) that share in the overlap, a fact not mentioned in the report. This presents a once-in-a-generation opportunity to streamline these programs and as a result make them much more accessible to students. In addition to a common portal for undergraduate admissions into a common 1st year experience in Biology that can transition into specialization majors such as Ecology, Plant Biology, Microbiology, or Genetics, the proposed Institute could house an umbrella graduate program for the corresponding graduate programs. It is absurd that a University the size of this one does not have independent programs in fields such as Microbiology or Genetics, despite the importance of these rapidly growing areas to human health and agriculture.

Sounds like a further grab of basic science towards "applications"

Biology should be given the resources to set and implement intro biology courses, much in the same way as chemistry does. BIMS is redundant, but the decisions about intro biology courses should be made through biology, instead of an ill-defined institute that could impose/burden biology's mission

But the department of biology and the biomedical sciences programs have different foci - e.g. relative emphasis on fundamental vs. applied science. How will these priorities be addressed collectively?

Comment on how implementation of this recommendation might affect your rese...

Seems like a disaster for Biology. Report authors don't seem to understand the difference between basic and applied science. Biology dept needs to remain in college of Arts and Science.

Seems like will gut CVM who has spent so much time developing the program. Who is going to teach the classes?

This is not clear if the UG and Grads would go into this program. This will adversely affect our college the UG experience

Excellent idea, the biology department has had issues for years and top people have left.

I strongly believe that the Biology Department should remain a department in the College of Science (or a new College of Arts and Science). The strength and size of the department played a large role in my decision to take a faculty position at TAMU instead of pursuing offers at the other universities where I interviewed. Having a broad biology department collects a broad range of expertise, technical approaches, and points of view that greatly enhance the science that can be done. Being part of the College of Science allows interactions with the other departments that have been incredibly valuable. For instance, I regularly interact with the Chemistry Mass Spec Core which has expertise in small molecule analysis. In addition, I have a mentor in the Math Department who has really helped me succeed at TAMU. Since I have joined the department, I have seen and been part of the department enjoying a great deal of success. The department has far exceeded the teaching standards set by the university, while also securing tens of millions of dollars in new grant funding each year. In 2021, the tenured or tenure-track faculty have published more than 70 papers, so far. In all aspects of our mission, the department is excelling, due in large part to the support the faculty receive from each other and from the other departments in the College of Science.

Why not merge them into the existing College of Agriculture and LIFE SCIENCES? A new Biology entity only perpetuates unjustifiable bureaucratic redundancy.

Grouping departments because they have Biology in the title is dumb.

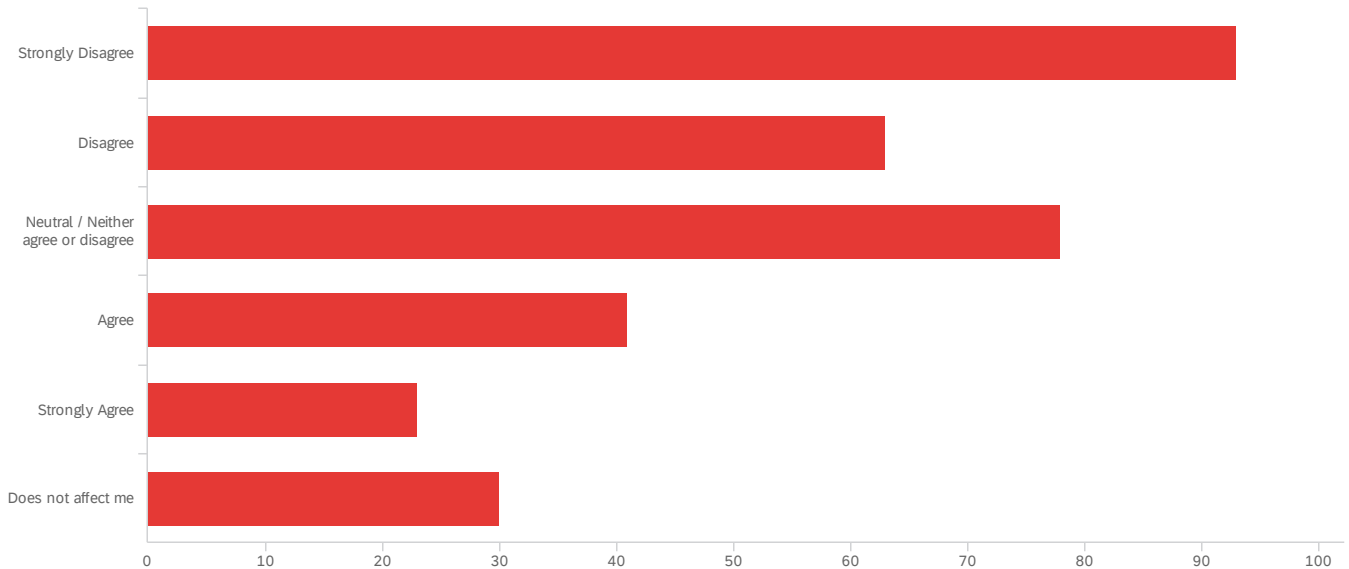
This would be a cumbersome institute and should perhaps be considered 2 institutes

for one thing the title of the institute is redundant.

Q6.6 - Recommendation #6: Merge the University Libraries into the newly created

College of Arts and Sciences and create a new Department of Library Sciences. Do you

concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #6: Merge the University Libraries into the newly created College of Arts and Sciences and create a new Department of Library Sciences. Do you concur with this recommendation?	22.00	27.00	23.78	1.58	2.51	328

#	Field	Choice Count
22	Strongly Disagree	28.35% 93
23	Disagree	19.21% 63
24	Neutral / Neither agree or disagree	23.78% 78
25	Agree	12.50% 41
26	Strongly Agree	7.01% 23
27	Does not affect me	9.15% 30

328

Showing rows 1 - 7 of 7

Q6.6A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

If the Department of Library Sciences will have undergraduate or graduate programs in library science, then a new academic Department of Library Sciences would make much sense. Otherwise, over time, the status of librarians should be shifted from being tenured professors to other professional status and the exact status of the new department is not clear. In either case, the librarians should be clearly recognized as esteemed professionals that provide a service that is indispensable functioning of Texas A&M.

I use library sources a significant amount for my research. This can only endanger access. It is easier for the university to choke down on subscription costs by limiting the budget of a department.

Provide active and responsive support to students and faculty

The Library is there to serve every College, aligning it with a specific College fails to send the correct message.

I am not if it is necessary. Even if it is merged to the new College, I strongly request to keep the current library services. Without the library services, it is impossible to conduct research. The library services has been very helpful not only for research but also education.

The University Libraries is a unique service and does not belong in an single college. If the library focus or budget is affected, this will directly affect my research through changes in access to the research literature. The University Libraries must remain autonomous.

As a faculty librarian, I am concerned about how this will affect both my own research and that of others. Moving the libraries' resources into a single college is likely to affect perceptions of equity of library support to the other colleges. Further, placing the Dean of the College of Arts and Sciences in oversight of the library budget could affect library budgetary decisions, including access to resources. As a researcher, I am concerned about the effect of this report's recommendations on faculty status for librarians. Removing or altering faculty status for librarians would devastate my research, including my eligibility to be PI for external grants. Texas A&M University Libraries is commonly identified as one of the most productive libraries in terms of librarian research publications.

The libraries are currently a wonderful, highly functioning resource for research.

Since the College of Arts and Sciences is a bad idea of itself, this should not be part of it. Library sciences are generally part of information sciences, which is a more modern way to view it and market it to a more diverse audience of students and employers (consumers). Elevating information science is a good thing as long as faculty are not penalized for doing the interdisciplinary research and publishing that goes with it.

This will destroy our excellent library. It sounds like the MGT team does not understand the expertise and function of our current Libraries Faculty. They are not specialists in library education. Thus, they are not prepared for this new function, and forcing them to do so would destroy the excellent research and exhibition coming out of our current library, which is extremely valuable.

The single worst recommendation in the report: it makes no sense, reflects ignorance of what "faculty status" means in an academic library, as well as ignorance of the size, complexity, and research support mission of TAMU Libraries. I hardly know where to begin to respond to this, but 1) the "University Libraries" constitutes a large, diverse unit with a distinct mission that does not align with the A&S mission; 2) library faculty ARE NOT trained as academic faculty; most do not hold the PhD in LIS or a related field; 3) academic faculty depend on academic librarians to be LIBRARIANS: to help us obtain resources and training in support of our research and creative activity; diverting librarians from librarianship harms our research and teaching mission; 4) UT's iSchool is ranked among the top 5 nationally. It's not a "department," it's essentially a college. And most of the faculty have PhDs. Do we really think we can convince THECP that we can compete with that, and are we willing to spend the money that it would take to do so?

libraries should, and typically do, serve whole universities. Being a department seems like an opportunity for less shared service

Comment on how implementation of this recommendation might affect your rese...

(1) With the informatization of society, over the past several decades heads of libraries across the US have been moving UP the administrative ladder. At many research universities, the position is merged with that of the Chief Information Officer (both involve access to and the processing of information as well as being heavily reliant on digital technologies). At at least one public research university, this person became an influential president. Moving the position down the administrative ladder will be an extreme move counter to trend at a time when universities are actively involved in negotiating the restructuring of the knowledge environment as relationships between publishers, universities, and libraries continue to work through economic issues. (2) The responsibilities of the head of the libraries and of a department head are completely different. The institution would cripple the libraries altogether by saddling its director with department head responsibilities. Even during this period of an interim head of the library, things are beginning to fall through the cracks (according to reports I have heard from librarians when trying to figure out why one resource or another was not currently available, although it should be). (3) The ONLY units in the United States that use the word "library" in their titles at this point in history are those that are accredited by the American Library Association and train individuals for positions as professional librarians. That is not the goal of this proposed department as stated in the report. (4) Students interested in information science-type courses will not find their way to them in a library department. (5) However, I DO strongly support the development of a department of information science. The university's problem is what to name it. - The phrase "information science" can't be used because of state limits on the number of such units. - The phrase "iSchool" came into use with the formation of the iSchools association in the 1990s, as these units claimed the digital technology territory during a period when there were battles over this across disciplines and asserted significant research leadership (including that supported by external funding). TAMU's effort to redefine the concept on its own by using it to refer to the "School" of Innovation looked at best ill-informed. A research unit of an iSchool type is not proposed in the report -- only undergraduate education, so the term would not apply in any event. - The word "informatics" is used by some institutions to refer to information science. This is a department name TAMU could use. Students would find their way to courses there. (6) MANY new faculty would have to be hired for a department of information science that would be competitive.

Libraries serve the entire campus and are a strength of TAMU. This consolidation into a single college would be detrimental to the Libraries, researchers who use them, and TAMU's reputation for academic rigor.

A library is not an academic department. An academic department would naturally begin to focus on teaching and research, to the detriment of the curatorial mission of a library. Libraries are for some academics like shared facilities (HRCC) are for others. A functioning library is crucial for my work.

This without a doubt has to be the most worrisome action. The library should be its own separate department and absolutely SHOULD NOT be incorporated into the to be created College of Arts and Sciences.

The Libraries are an important part of any scholarly endeavor. They must be as strong as possible, independent of any academic program they might be connected to. This seems a misunderstanding of the nature of university libraries.

A dept. of library science is not a library. This would impact all research on campus.

It's funny how the MGT criticized a Provost office with too many sub-offices and roles (and thus recommended to dismantle it at the profit of the President office...), yet, recommend to create a new College by merging three colleges (tons of departments...) and University libraries.

Based on comments at Faculty Senate this part of the report needs to be reexamined for what University librarians do. I know that I would not want to lose the support provided for systematic literature reviews.

What does University Libraries have to do with Science???

Libraries serve the whole university and should be independent. As with the overall creation of a large college of arts and sciences, it might be possible to carry out this move without weakening the libraries, but that is probably the best we can hope for and not the likeliest outcome.

This recommendation is not in the best interests of scholars and scientists across campus. The library should be an independent entity, focused on the scholarly needs of all in the TAMU community. It should not have a budget, staff, administration or even faculty yoked to and, in essence, in service to a separate academic college. This dilutes and obfuscates its mission, resources and activity, to the detriment of the TAMU intellectual community.

There should not be a College of Arts and Sciences. Libraries serves the whole university. It seems the implication is that this new college is for "service" i.e. teaching engineers. This is short-sighted. Science is research first. Otherwise we are not a tier 1 university.

This will destroy our wonderful library, making it being llost in the humongous suggested mammoth of a college. I am sure this will be detrimental to my research

Comment on how implementation of this recommendation might affect your rese...

I am concerned this would decrease the level of service the library provides, particularly if librarians are now asked to split their time with educating students. If this would mean more faculty hires, that might be OK though.

Not sure if it makes the most sense to develop this into an academic unit that will be expected to offer dedicated degree programs and such.

The university libraries serve all departments on campus

The University Libraries just need more funding not reorganization. The last permanent Provost failed to fund the increased serial budget for the library for the first time since we set up to improve the library under Fred Heath.

Detrimental if the quality of the libraries decreases.

The library is a resource to the university not a program to prepare future librarians. Moving the library there gives the dean of that college power over the purchasing of books for the full university.

BUT....this assumes the newly created College of Arts and Sciences is a foregone conclusion which it likely is, which I strongly disagree with.

This recommendation makes no sense to me.

The report did not provide enough information around this. I think a Department of Library Sciences is a good idea, but it would seem this is different from Library Services. No department should be responsible for that much service to the University.

Put in the College of Arts and Humanities.

Why?

i spoke to librarians at TAMU and they hate this idea so i cannot support it. the point of our libraries is to serve the research, not to make librarians. again, a complete misunderstanding of the purpose of the libraries.

It isn't clear why this is seen as necessary. Our libraries are a valuable resource, and I thought it was appropriate to have them treated at the same level as the other colleges, administratively. I don't see how shifting its position in the hierarchy around will make the library work better -- the report doesn't really back up this assertion.

University Libraries is not a research based college and does not belong in a College of Arts and Sciences.

I don't envision that this will have a significant impact.

Not sure what a Department of Library Sciences is all about. In any case, it should not be within the College of Science.

It is critical for the College of Geosciences to remain independent in order to support the field going work my research requires.

as long as the librarians can continue to do their jobs there is little impact upon research

I do not see how this will improve the service of the University Libraries--I can only see it undermining that service. I am not opposed to a Department of Library Sciences, but that department should not run the libraries.

How about merging the new College of Arts and Sciences with the gardening center and the janitor center?

Comment on how implementation of this recommendation might affect your rese...

Schools of Library Science require accreditation by the American Library Association, which is difficult to attain and rationalize in a devastated job market for librarians. Texas is widely viewed as fully served by its existing three library schools. Faculty in these departments hold doctoral degrees in Information Science, Computer Science, English, and other disciplines or join as professors of the practice with extensive experience as information professionals. Faculty librarians at Texas A&M typically hold masters degrees in Information Science attained through these programs, considered the terminal degree for the profession, and do not have experience teaching credit-bearing courses on information studies. TT librarians at A&M are highly prolific authors, as studies of authorship in the profession have established. Implementing this recommendation would involve an extensive investment in faculty hiring and program creation and the potential dismantling of the current faculty, who represent remarkable expertise in scholarly publishing, data management and curation, researcher information management systems, resource management, preservation, curation, etc. Implementing this recommendation would extensively disrupt my research program as it would effectively dismantle the libraries. There is no language in the report addressing how, with a move to a Department of Library Sciences aimed at teaching, the university would sustain essential library services such as licensing, interlibrary loan, purchasing, etc., which typically involve deep collaboration between library faculty and staff members.

Dumb. The report provides no basis for thinking the authors understand the full mission and functioning of a library system at a research university. There is no rationale provided for how the reorganization would improve the effectiveness of the library system for these missions.

Don't screw up our library. They provide numerous resources for the research community on campus and they do an excellent job of it. Also--and very importantly--the library belongs to all of us on campus. It should not be housed within a particular college.

We need to look like our peer institutions to be competitive. This will directly affect our research programs.

Well, gee, let's get rid of biology in the CoS and instead give them the Library. A dept of Library sciences sounds good, but it seems part of a hidden agenda.

The current library service in the College of Liberal Arts is abysmal. I place items on (electronic) course reserves for my classes and they never update, which means I have to waste research time servicing my class. The only other service I use the library for is electronic resources which is good. If this move would improve course reserves service without harming electronic services, I would be for it.

Merging will not address most of the challenges faced by University Libraries.

this is a HUGE mistake. The universities libraries do NOT belong in an academic setting. a department of library science would be nice but not if it would compromise our libraries (which merging them with any academic department would do!)

The librarians provide outstanding service to my students and for my research program. My concern is that within a department, service may have to be set aside in order to achieve departmental scholarship requirements. This would be a loss for many.

The extremely well reputed and irreplaceable library system at great risk of deflation in this proposal. If this moves forward it should be information sciences construed more broadly than library sciences.

The libraries serve us all.

The libraries are invaluable to research. Removing thier connection and integration across the university seems like it would disrupt this. Also, librarians are not happy about this potential - which is a strong indicator.

The library functions well for all areas; could lead to more narrow focus fewer journals availbble etc.

benefit access to scientific literature

Writing proposals and papers requires a well-resourced and world quality academic library. The libraries are not a traditional academic department offering degree programs and should not be treated as such. The library plays an essential role for all teaching and learning, and research activities and should be organized to reflect that role. Placing the library in one college may undermine the library in the long term as it may be perceived to be biased; this could result in a weakening and fragmentation of library resources across campus as the major colleges seek to create their own academic libraries. This will result in greater decentralization, the opposite of what was intended by the reorganization.

Comment on how implementation of this recommendation might affect your rese...

The recommendations about moving the libraries into a new college will not result in the successes predicted and will impact the research I do with MSL faculty right now. In addition to disruption to the faculty and a potential change in their priorities that would affect my ability to collaborate on research with them, I also foresee that moving the libraries to a new college and taking away their administrative power will lead to a lack of understanding of the needs across campus, and will result in the Dean of the College of Arts and Sciences making decisions about what resources our faculty will have available with no understanding of what our needs are. Instead, I believe that any changes to the libraries should be studied and analyzed much more deeply before any decisions are made, since the consequences are likely to be much farther-reaching than can be predicted. In addition, there is no need for another library school for the state of Texas, which means that any such school is likely to fail and then be shuttered, leaving the libraries high and dry and NOT available to support our faculty and students.

I believe that the Libraries are in a perfect place and helping the university as they are,

The university libraries serves the entire university, and as such must remain autonomous so as to make strategically important decision on which subscriptions, resources, and archives to maintain. This must not be subject to the desires of a particular dean who has any allegiance to other departments more so than any other. Additionally, were the college to make administrative moves that were college-demanded, the repercussions would be university wide. This would unnecessarily impact research programs with respect to journal subscriptions/access and other scholarly support the libraries provides. The libraries are university, NOT a college-specific resource.

Although have a new Dept of Library Sciences is fine, merging the University Libraries in this manner strips them of their independence. The libraries should remain an entity unto themselves.

The library seems to be unaware of the vast changes to the Educational landscape that is happening in the rest of the world. They were unaware of NPTEL the worlds largest repository of online classes and the worlds most watched educational chanel on youtube (with over a billion subscribers). So more than merging, it needs people with international outlook

Concern about this is whether library resources would remain available to the faculty at large

Efficiency.

I fail to see the logic or need to mere the University Libraries into a College of Arts and Sciences.

Seems to be based on a stereotyped idea of what librarians do or should do. No impact on my program personally.

Libraries are in charge of academic research data and the effect of this move on their ability to do that is unexplained in the report.

Not sure. I've been happy with my library support. If they have new activities, will they be as good at being a library. l

Please reconsider this request and speak to the library services. This may be a disastrous decision for services for our research.

It is unclear how this fits even the mission of this expanded college. Do any other peer institutions have such a department in a College of Arts and Science?

Will enhance library services for research

I believe that University Libraries play a very important role that is much better expressed outside a department within a college. More importantly: currently there are many ongoing negotiations with publishers. The University Libraries needs to have a high specific weight if it is to play a meaningful role in these negotiations. Since we depend on having access to the cutting edge literature in our field, anything that affects the libraries will affect our research program.

Library folks have a very specific and important mission for our research program. They should not be considered a department that requires the same kinds of program development, recruitment, research, and teaching. I was at a university that did this, and it did not help the faculty in the rest of the university get our work done.

Comment on how implementation of this recommendation might affect your rese...

This recommendation reflect an amazing level of misunderstanding of modern academic libraries. There are all kinds of reasons why the Libraries should not focus on developing an I School or new degree programs including SACS accreditation, being blocked by the the Higher Ed Coordinating Board because of the existence of three other I Schools in Texas, and the Library faculty were not hired to do this kind of job.

This will abolish my research program. The impact of this recommendation is that I will become a staff member without research responsibilities. Librarianship is a researcher-practitioner discipline with broad research focus areas. I do not conduct research on information literacy nor am I equipped to teach in this area which would be the focus of a Department of Library Sciences. I am equipped to research the impact of Libraries on the experience of learners and develop services and tools to meet those needs.

University Libraries perform a valuable service across the A&M System- they are not an academic department they are a service unit and service should remain the focus.

we dont need a college of arts and sciences.

Libraries serve the students and faculty in their studies and research in all colleges,schools and institutions. They do not educate librarians. keep them independent and strong. we need good librarians for our research efforts.

Not sure how it would impact my research but it makes sense to have an academic unit for library sciences.

why do we need a new department? Isn't that extra overhead?

This is not the direction that leading world campuses are taking.

Libraries is not just books. Please dont disservice a whole field of knowledge.

I agree with the new department, but disagree about moving the libraries to that college. The rest of us use library too!!

Library is a service. This proposal appears to eliminate a library at TAMU as a service

It is unclear from the report how the University libraries can continue to serve the needs of the whole University if they have to answer to only a single Dean.

Current Library professionals do a poor job of managing a group of fine librarians whose careers are NOT the same as professors. They should not have Professor ranks. Tenure is fine, but not Professor, Associate Professor, etc. The Dean of Libraries did a very poor job the last generation. Low morale and fearful staff are a bad sign; so is resignation of fine professional staff who are never asked why they left.

Here is a case where the report doesn't seem to understand our local context. The coordinating board has always vigorously blocked the creation of an information sciences program as UT already has a strong program. Further, librarians were not hired to be information sciences faculty. They will not be able to fulfill the criteria that the report outlines. Finally, a library is not the same as a research unit. Librarians have service responsibilities that no other faculty in departments have. It makes no sense to turn them into a department. The AAU also look at the university library as a marker for inclusion. I don't think we want to damage the library given that criteria.

Just stupid ! WHY???

the Universities libraries serves as a place for students and faculty to visit, as a collection of resources, and as a group of faculty and professionals support and collaborating in research and instruction. The Libraries serve every department across numerous locations of TAMU Health and the extension service (to name a few). To take such a large organization and minimize as a department would not serve the university needs very well.

We don't currently have library courses, so this is a huge investment

Seems to be working fine as is

Comment on how implementation of this recommendation might affect your rese...

I see library activities are a vital support function for my research - not an area of research.

The library is not an academic unit with a degree program or major teaching responsibilities. Libraries is obsolete and reduced in some other places. Merging it to an academic unit is not a good move.

UL serves the whole university and should not be beholden to one college

How does it help move the needle?

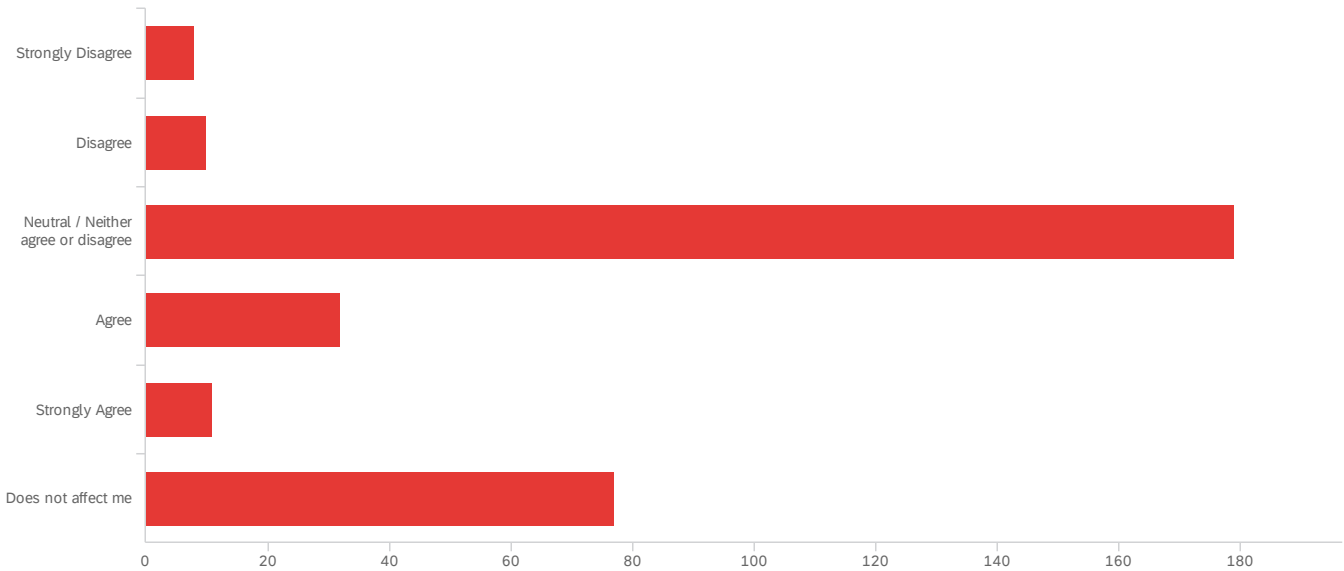
Library services have a huge role in outreach for veterinarians across the state.

This would decrease the ability of the Libraries to serve all constituencies on campus

Whoever recommended this hasn't been to or used a University Library and doesn't understand what they do.

The libraries should serve all colleges. They do so better if they remain independent.

Q6.7 - Recommendation #7: Implement recommendations from the Texas A&M Health Administrative Organization Structure and Budget Assessment. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #7: Implement recommendations from the Texas A&M Health Administrative Organization Structure and Budget Assessment. Do you concur with this recommendation?	22.00	27.00	24.82	1.38	1.89	317

#	Field	Choice Count
22	Strongly Disagree	2.52% 8
23	Disagree	3.15% 10
24	Neutral / Neither agree or disagree	56.47% 179
25	Agree	10.09% 32
26	Strongly Agree	3.47% 11
27	Does not affect me	24.29% 77

317

Showing rows 1 - 7 of 7

Q6.7A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

It is essential to have an estimation of the net increase or decrease in administration, faculty, and staff positions associated with the reorganization.

I don't know enough about this to comment. "Unsure" would be a better characterization than Neutral.

?

Given all the talk about reorganization, this recommendation would impact me, but it is unknown if it will or not. I do not have a working knowledge about their budget model, but given there might be duplication in research administration, I would take a careful look at if TAMU research administration has the competence to handle anything more or different. They seem to struggle with what they have now, so merging even more might be problematic.

It might have some benefit to our research, but the lack of details and rationale is concerning.

Will not affect my research program.

This won't effect me directly, and I leave this issue to those more directly impacted.

no effect

Nothing reasonable can ever come from these peoples.

How can I answer a question when I don't know what the recommendations are?

No foreseeable effect.

Other than the impacts on my graduate student's access to health care resources, I'm uncertain how this might impact my research.

What are the recommendations?

none.

I select "does not affect me" on the assurance that the deference paid to AgriLife is realized i.e. that centralization of IT, business services, facilities etc will not occur. Otherwise, I strongly oppose further consolidation.

Faculty haven't seen that report so its hard to know what the effect will be on research programs on that basis.

TAMU Health has always been considered an "add-on" and basically ignored by TAMU and TAMUS. Anything that strengthens TAMU Health within the university and the system is very welcomed.

I would have to read them.

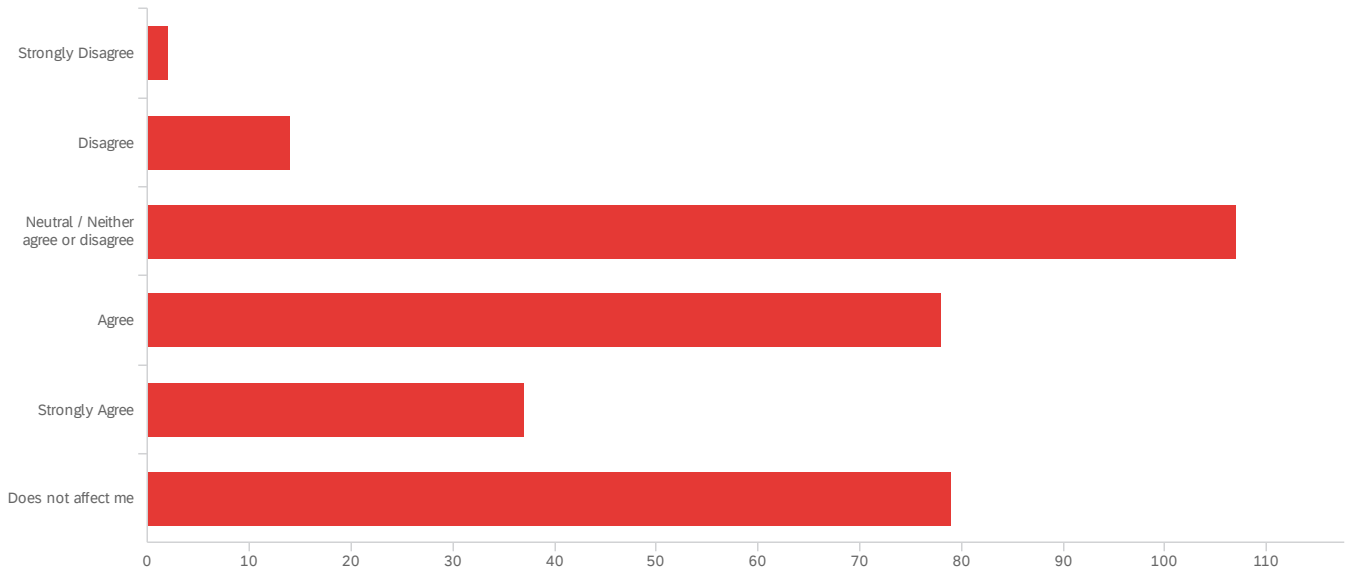
This was not clear

Comment on how implementation of this recommendation might affect your rese...

Don't have enough information to make an intelligent decision.

Q6.8 - Recommendation #8: Improve research organization at TAMU-Health. Do you

concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #8: Improve research organization at TAMU-Health. Do you concur with this recommendation?	22.00	27.00	25.17	1.29	1.66	317

#	Field	Choice Count
22	Strongly Disagree	0.63% 2
23	Disagree	4.42% 14
24	Neutral / Neither agree or disagree	33.75% 107
25	Agree	24.61% 78
26	Strongly Agree	11.67% 37
27	Does not affect me	24.92% 79

317

Showing rows 1 - 7 of 7

Q6.8A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

Recommendations for TAMU Health seem necessary, but would need to consider the research focus of these faculty (who likely took the job due to the low teaching load) with the consideration of having them teach undergraduate biology. I'd guess you see a huge exodus from the College of Medicine. How this should happen should be up to the faculty at TAMU-Health.

I don't know enough about this to comment. "Unsure" would be a better characterization than Neutral.

There is some very concerning language in this recommendation.

What does this consist of? It is unclear.

?

Why not Improve all Research Organizations on campus-- not just at TAMU Health.

Given all the talk about reorganization, this recommendation would impact me, but it is unknown if it will or not. I do not have a working knowledge about their budget model, but given there might be duplication in research administration, I would take a careful look at if TAMU research administration has the competence to handle anything more or different. They seem to struggle with what they have now, so merging even more might be problematic. Apparently, TAMU research organization struggles with both the SRS project management and IRB, so I would be concerned even more if merging more into TAMU research/Division of Research. Wasn't this supposed to happen when they merged DUNS numbers?

I like the spirit of this, but I am not sure what "research organization" means.

They do seem really disorganized from my interactions and, from an outsider's perspective probably need to rethink their structure.

There is no clear vision here yet... I doubt the consultant firm looked seriously into this. They certainly did not seek input from any faculty and administrators (research deans) and probably relied on interactions with administrators who have long been removed from research.

Will not affect my research program.

TAMU-health is the worst health center in the US-- only 80 faculty, but more than 20 deans/ deanlets! Also, many departments are really small-- only 10 faculty--they should be merged into two departments or recruit more active faculty. Very poor research and did not pro-actively retention of talented young and mid-career PIs (rather, they retended some superficially- decorated senior professor). Many adminisitation including dean, departmental heads is recruited internally and untransparently-- making the college worse and worse!

This won't effect me directly, and I leave this issue to those more directly impacted.

no effect

As opposed to weaken the organization? How can one be against improving something?

No foreseeable effect.

Current organization is a mess. Needs better integration with TAMU.

Comment on how implementation of this recommendation might affect your rese...

Have no idea what this means. It appears not to refer to HSC, which is confusing and if so probably means this is meaningless.

Strengthen research in microbiology/pathology/immunology Increase funding to university will benefit all research infrastructure

Please communicate current deficiencies

this could result in more one-health research, which I believe is valuable

The primary driver should be increased NIH funding as that is the national metric for health science programs.

Health/medical sciences are a major growth area and becoming more and more important (as the COVID pandemic showed us) hence TAMU should certainly initiate major efforts in these areas

none.

Not really sure what is meant by improve research organization- in general they seemed to be a focus on commercialization- which for basic science is a mistake in my opinion. Basic science is about discovery- and commercialization should not be the end goal. The section on the IBT is poorly written- and its difficult to know if the existing structure is disappearing or if new goals/structure are being added.

Will enhance individual PIs research programs and allow for better collaboration and multiple PI grant funding

We have been excluded from many of the research initiatives, the distant TAMU Health sites pay the IDC tax but then do not benefit from many of the programs put in place. We would hope that our research infrastructure would be strengthened and sustained by a good reorganization and streamlining.

But would depend on what the improvements are...

Again what needs to be improved?

My understanding of the report strongly suggests emphasis of Houston operations over other campuses with leadership arising from the IBT. The translational research conducted by A&M Health is an inter-campus enterprise.

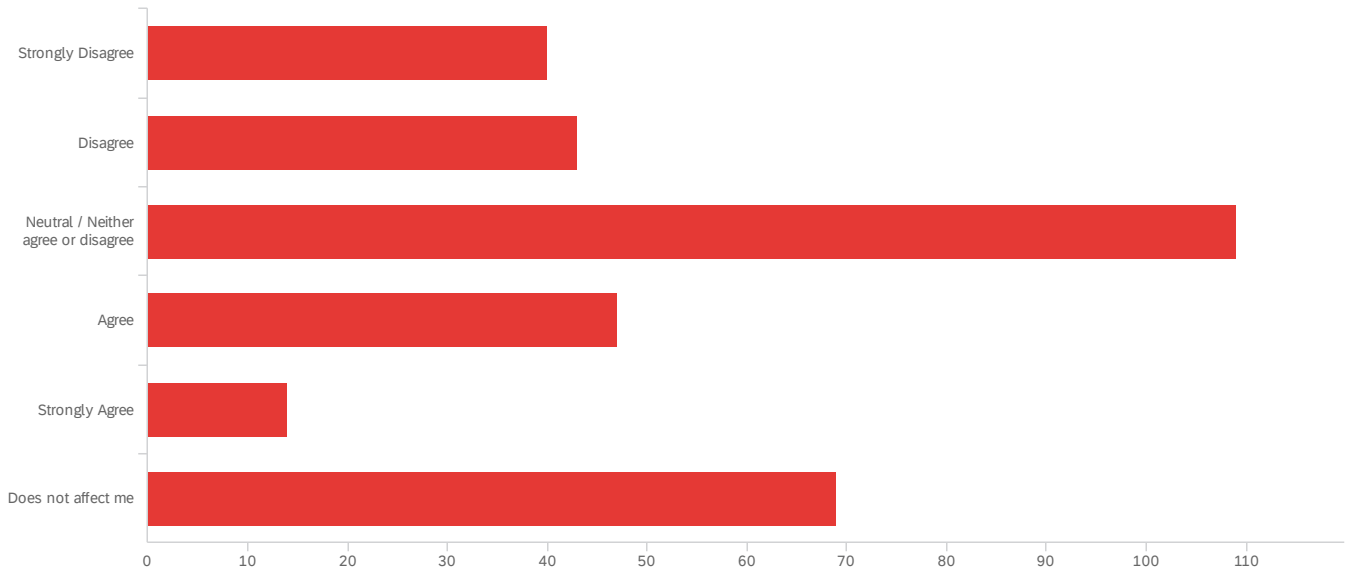
Don't have enough information to make an intelligent decision.

Agree to improve - but not in the suggested way. It totally makes no sense to split centers within IBT and move part of them to another campus. Re-alignment of research focus toward translational efforts, rather than relocating faculty members or creating new departments, is a more viable and constructive approach to motivate the faculty members. The center structure can be re-configured in a more flexible matrix to better align with the the recommended re-organization.

Not familiar with their issues

Q6.9 - Recommendation #9a: Reassign the University Studies degree program

exclusively to the College of Arts and Sciences. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #9a: Reassign the University Studies degree program exclusively to the College of Arts and Sciences. Do you concur with this recommendation?	22.00	27.00	24.49	1.62	2.64	322

#	Field	Choice Count
22	Strongly Disagree	12.42% 40
23	Disagree	13.35% 43
24	Neutral / Neither agree or disagree	33.85% 109
25	Agree	14.60% 47
26	Strongly Agree	4.35% 14
27	Does not affect me	21.43% 69

322

Showing rows 1 - 7 of 7

Q6.9A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

Same comment as for the Library. It seems that University Studies should be there for all students as they decide how to proceed, not just in a particular College.

What a terrible recommendation. Effectively: let's dump the "misfits" in arts and sciences, other programs can't be bothered. Almost speechless. If you want to help students who are uncertain about their path, then allow for flexibility that gives them some grounding and focus as well as generalist tools. This might well be in business, engineering, or agriculture as well not just arts and sciences. Do we already have something like that?

First, this is clear evidence that MGT views the new College of Arts & Sciences as an unfocused "catch all" program. This view severely undercuts the efforts of faculty in those departments to excel in research & teaching. Arts & Sciences can NOT be a service college for teaching. Second, the "University Studies" degree was not meant to only benefit unfocused students. It is meant to be an interdisciplinary degree that can combine interests from multiple departments. This is critical in Engineering, AgriLife, Arts & Sciences, Geosciences, etc. Housing this unit in only one college would dilute its potential impact.

Students enrolled in university studies do not have adequate prerequisites when taking higher level courses in Colleges offering professional programs. They typically struggle.

The point seems to be to eliminate students with interdisciplinary interests from other colleges. Is that really a good idea?

Multidisciplinarity is the name of the game, and increasingly that includes bridging disciplines that can be as diverse as engineering and the humanities. Let students build their own programs however they will, as long as they are working with someone as advisor who is helping them keep an eye on things.

It won't affect my research, but will be good for students, and possibly efficiency.

The rationale and the plan of action have not been clearly explained.

?

CEHD has two University Studies Degree programs related to education-- Why would we house that in Arts and Sciences-- why not leave that in education? University Studies - BS, Child Professional Services (non-certification program) Concentration. Dance may go to Arts and Sciences. But there is a teacher certification attached to it.

So the newly formed College of Arts and Sciences will be burdened with more work?

Best recommendation of all of them.

Doesn't sound like a productive change.

It does not affect my research. It seems predicated on this new "College of Arts and Sciences" and assigning this major to colleagues in the new college. It seems like a deliberate move to create more work for these colleagues, at the expense of their current responsibilities.

It is now clear that the idea it to dump undesirable departments/colleges in one pile so they are easier to control. A college for people that are not interested in engineering or ag? This will drag down functioning colleges and muddy the waters for struggling programs. Same answer as above: CoLA&S should not exist.

Comment on how implementation of this recommendation might affect your rese...

This suggested humongous college will be unmanageable even without that.

Honestly, I have no idea what a university studies degree is or what you can actually do with one of those in terms of actually holding a job and contributing to society.

On the one hand, I don't like arbitrarily boxing students into a single college if they want to pursue a general degree, but on the other hand, the vast majority of students probably want to do this in the context of arts and sciences and having more embodied oversight of the degree program would probably be a good thing.

University studies is a degree not exclusively concerned with interests in arts and sciences. This change is one additional step that risks orienting the science departments more towards an educational mission while diluting the research mission in basic sciences. TAMU needs a strong focus on basic science research to maintain its stature as an internationally recognized research university.

Will not affect my research program.

Why does this degree exist? Is there any value? Are these graduates employable. AGAIN, ASSUMES THAT THE NEW MERGED COLLEGE IS A FOREGONE CONCLUSION. I see a them here which is insulting to this survey.

As an undergraduate, I did a build your own major degree and it gave me the ability to engage in high impact activities like research in multiple different laboratories. If this degree similarly frees students to pursue their interests it may make a more pool of more research active undergraduates to draw from.

Why put University Studies in one college. After all, it is not called "College of Arts and Sciences Studies".

the MGT report states that "To ensure that each College focuses on its mission and are not distracted with students who do not have the qualifications or interest to enroll in a College degree program, the University Studies program should be unified in the College of Arts and Sciences." why not Engineering or Ag? it is dismissive of students with wide interests (TAMU generally disincentivizes curiosity with tightly regulated degree plans that leave little room to explore) and the reasoning is not great.

I think it makes sense, if most undergrad degrees outside of Engineering are going to the College of Arts and Sciences, and this agrees with my view of how a modern university is run (with engineering treated as a special grade of undergraduate degree) -- but that default treatment of CAS will probably negatively impact the Colleges of AgLife, Education and any other college that is non-engineering but not in CAS, for good or ill.

Perhaps just discard the university studies degree. Why make an assumption that university studies belongs in Arts and Sciences? Why not in Engineering or Ag? Claiming that they will develop an "appropriate multidisciplinary curriculum" is an indication that these consultants view the new College of Arts and Sciences as a collection of disparate and unrelated disciplines. What program staff will work with students? Typically academic advisors support students in this way, but there will not be any in the college or departments. "As the College that is primarily responsible for the university core curriculum, Arts and Sciences would be the logical choice as the home for this program" - so - it appears that the goal of creating a CAS is to have one home for all of the service courses for Engineering and Ag. So- CAS will be a service college. This will not elevate research programs at Texas A&M.

If the Colleges are merged - which I believe is a mistake - this proposal is reasonable.

no effect

Provides a clear indication that the reorganization would cast Arts & Sciences as a service college for teaching so other colleges can focus on research. It is back to TAMU 1970's

I see a pattern here. If something does not fit, put into the college of LA&S. So, this means that engineering does not have university studies? Why is this a natural fit to LA&S.

No foreseeable effect.

Comment on how implementation of this recommendation might affect your rese...

Please do not burden college of science with the university's fall-back plan to bail out poor students. Put them in Engineering or Agrilife! "The world needs more ditch diggers, too."

would need comparable degrees for ag sciences for students who complete hours but not fit into a major.

This seems fine, though the entire idea of the degree will have to be reconceptualized, since it currently requires cross-college study. The new College of Arts and Sciences will be so diverse already, students can be highly interdisciplinary while working within that college.

The new College of Liberal Arts and Sciences is being set up to be the center of 'service teaching' on campus. I fear that it will be regarded as a college with the primary role of providing basic education to future engineers and agriculture students. In the long term, this could result in a devaluing of the college as a location of serious research and a push to increase teaching to service the other colleges.

A newly created College of Arts and Sciences would need to keep the research mission of the new college as their primary focus, in order to serve the diverse research needs in the new collection of disciplines. Responsibility for undergraduate education should be evenly shared across all the units that enroll undergraduates, especially if advising is centralized as recommended above.

no clear basis for doing this but doesn't affect my research.

except there shouldn't be a College of Arts and Sciences

University studies should be available in all colleges.

Abolish the "University Studies" degree.

This degree shouldn't be eliminated rather than reassigned.

so then students have to change colleges if the switch? what if they are doing research on our college?

Would not impact my research - not sure how it would impact those affected.

disagree b.c I disagree with merger of both colleges

Our COA students have been highly successful in this program and learned diverse skills sets. I think we should be allowed to keep these. Further, if funding is still tied to undergrads... then what do the rest of the colleges do?

Weak undergraduate students should be able to go AG. Maybe not BUSINESS. Not sure.

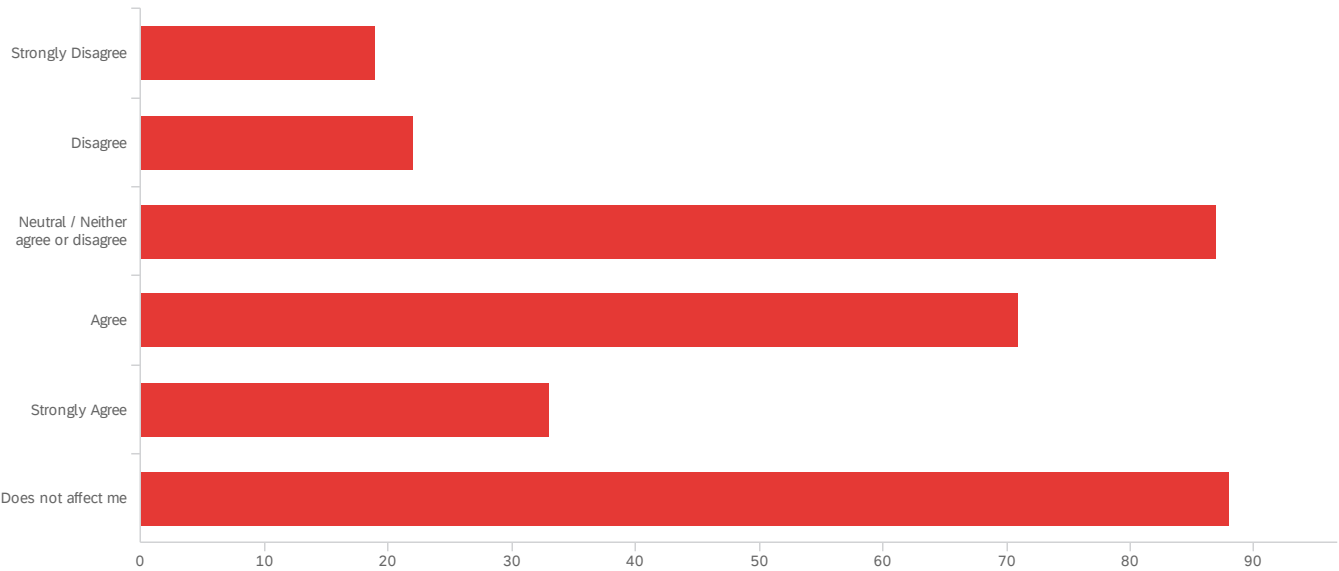
Depends on how done

Sure, seems reasonable. But students should still have option of transferring colleges if they find their direction.

This program is better suited in the College of Education and Human Development. It does not fit well in the proposed mega college.

Do not know enough

Q6.10 - Recommendation #9b: Refocus the College of Veterinary Medicine on the core mission of graduate education and invest in the construction of a new Small Animal Hospital. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #9b: Refocus the College of Veterinary Medicine on the core mission of graduate education and invest in the construction of a new Small Animal Hospital. Do you concur with this recommendation?	22.00	27.00	25.07	1.51	2.28	320

#	Field	Choice Count
22	Strongly Disagree	5.94% 19
23	Disagree	6.88% 22
24	Neutral / Neither agree or disagree	27.19% 87
25	Agree	22.19% 71
26	Strongly Agree	10.31% 33
27	Does not affect me	27.50% 88

320

Showing rows 1 - 7 of 7

Q6.10A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

The Vet MEd school does a lot of different things - including public health and toxicology. This move will only endanger research.

While this does not affect my program, this action responds to a large reality to fulfill the need in response to the large demand in rural counties

Seems to me that MGT doesn't understand the mission of the CVMBS. The fact that the "Biomedical Sciences" component was left off the acronym speaks volumes. The BIMS program teaches undergraduate and graduate students to be prepared for professional biomedical programs, not a broad-based unfocused program. That can be best performed by the same professionals which students seek to become. The logistics of this are simply hard to comprehend. Again, faculty should be the ones driving the refocusing of any programs. Investment in a Small Animal Hospital would obviously have incredible impact on the research and teaching mission of the CVMBS.

Our Veterinary program is world-class. Do not mess with it.

I don't know enough about this to comment. "Unsure" would be a better characterization than Neutral. If we need new facilities to stay among leaders in Vet Medicine, then that seems like a good idea.

College of Vet Med should focus on professional and graduate degrees, not undergraduate. A new Small Animal Hospital is long overdue.

It is clear that some colleges, such as the VERY SMALL College of Vet Medicine, have been resource-privileged in the proposed organizations while others, such as Liberal Arts, have been striped of resources.

Strengthening the small animal hospital seems like a wise move; unsure about the "core mission" aspect, though that could have positive research impact.

With the proposed move of the undergraduate BIMS program out of CVMBS, would the graduate program remain a broad biomedical sciences focus? Would the new life sciences institute have a graduate program that significantly overlapped? Would the CVMBS graduate program become more applied toward vetmed? What Teaching Assistantship opportunities if any would be available to graduate students who desire teaching careers and/or those needing the financial support? Would faculty in current departments be split between programs? if so, would faculty going to the new institute physically move? Move administratively to new departments? What would happen with faculty whos teach roles cross into undergraduate, graduate, and professional courses? Will courses currently taught as stacked be split? Will the existing faculty be expected to cover the new sections?

I think we need to listen deeply and carefully to the College of Veterinary Medicine.....what does "refocus" mean?

I agree with keeping the vet school improving, but what is wrong with the current small animal hospital? I've been there are a user for my pets, and I didn't see any issues with the facilities. Again, the report does not include details that would make for an informed decision.

It does not affect my research, although the small animal hospital might benefit our work toward "One Health" initiatives.

The small animal hospital is too small [parking is horrible if your appointment is at the wrong time] and cannot serve the needs of the public after being referred to TAMU by their local veterinarians. We actually had a dog die while waiting for an appointment several weeks away, likely did not make a difference in our dog's being able to survive. But was pretty frustrated in not being able to be seen for a couple of months.

Doesn't affect me at all, but sounds like a good idea

Comment on how implementation of this recommendation might affect your rese...

The graduate program at the Vet school needs to be dismantled and be integrated into a large life-science graduate program. One of the reasons why TAMU does not get the strong graduate students it could is because many dept/colleges hold too much power on these programs. Unfortunately, the College/School of grad studies has not the power and personnel to take charge in this. But this is something that needs to change if we want to make real progress in research. I speak here for the life science (and I DO NOT know about the status in Engineering and other disciplines)

New colleagues in AG will provide possibility for more collaborations.

Do we not already have a small animal hospital? There are soo many other unmet needs than to construct a NEW facility for a program with other programs and departments don't even have a building to begin with.

Seems logical and necessary.

Why do veterinarians get to own the concept of genetics, anyway? Never made sense to me.

This won't effect me directly, and I leave this issue to those more directly impacted.

no effect

As stated in the report, the current outdated Small Animal Teaching Hospital is a significant impediment to performance of clinical trials and other cutting-edge research by faculty specialists and clinical researchers. Simultaneously, the demand for veterinary practitioners continues to grow and our students will benefit from a substantially higher caseload of general practice cases than the current facility can accommodate. Both of these needs will be met by the design and construction of a modern-concept facility that prioritizes high-throughput general practice, while creating infrastructure to attract and support clinical trials.

beats the crap out of me. Sounds good. But if we do this, what *aren't* we going to fund?

No foreseeable effect.

Makes no sense to add political science to Bush yet remove a successful preprofessional BIMS program from Vetmed. THis move would also require a lot of reshuffling of BIMS faculty. Moreover, it would reduce the clinical access of BIMS students. If BIMS were not functioning well, that might be a different discussion. This would be like removing basic research from institutions that have hospitals. The combination of basic and clinical research, in addition to training practitioners results in strong vet med programs.

This will rip the heart out of the research focus of the veterinary college. BIMS provides a solid base of core pre-clinical subjects essential to medical profession and allied health program success. Many of these recommendations appear to favor dividing the spoils among the three vice-chancellor programs (health, engineering, vestiges of agriculture). This one favors COALS.

I agree with "Refocus the College of Veterinary Medicine on the core mission of graduate education" but building a building is not a mission. I also have concerns with the moving of the grant infrastructure in the CVMBs away from TAMU to AgriLife. As an example, AgriLife does not have an IRB compliance unit. How are we supposed to do this? These are just details.

If we do this, is it worth thinking about integrating some things with similar with human medicine efforts?

Strength research in microbiology/pathology/immunology Increase funding for core research programs that benefit all programs.

CVMBs faculty have invested a lot of effort in making the BIMS program we today, and I believe they are well positioned to continue refining and making targeted improvements

Comment on how implementation of this recommendation might affect your rese...

The notion that the CVMBS is only focused on graduate education and small animal care is inaccurate and underscores the lack of understanding of what the college does and how important all the parts are to the whole. In addition, moving the BIMS program is counterproductive: it is an integral part of the College of Veterinary Medicine and Biomedical Sciences, such that taking it out of the college will threaten the success of one of the highest ranked Doctor of Veterinary Medicine programs in the country and a highly successful research endeavor. Many faculty in the CVMBS are integral parts of undergraduate AND graduate AND professional education and pedagogy as well as research activities. Taking away one of the pillars of the college's success looks like a move designed to make the college become less successful.

I doubt this would significantly impact my research program, but having a college line that must be crossed would potentially positively impact the identification and selection of DVM candidates from across the applicant pool.

They need to get out of the undergraduate game, where they have performed poorly and focus on what makes them great.

See above - the BIMS program is almost a pre-graduate program rather than an undergraduate program.

Does this mean less focus on research?

veterinary research is an important part of most top-notch vet schools. This change would be negative for our ability to leverage grant funding.

It would be best if every college could focus on their core mission. It is amazing that the CVM was allowed to establish a BIMS program focused on duplicating undergraduate teaching in life sciences.

Will improve small animal care for research in our vivariums

Pushing for the College of Veterinary Medicine to become the best in the nation will help the reputation of the overall enterprise. Also, there are potential synergies with other research programs throughout the University as funds from NIH are pursued.

yes invest in a new Small Animal Hospital. But not to the detriment of vet school research

OK this is a 2 part recommendation focus on graduate education implies defocus on research or biomedical research, that is a big issue as research is vital to advancement of knowledge and treatment of human and animal healths which the CVMBS is uniquely situated to contribute in. a new small animal hospital with advanced the service to the public our ability to educate future veterinarians AND enable innovative research so a new animal hospital could boost my research program but focus on only graduate education should include a clear dedication to the research endeavor with support of research infrastructure.

Would not impact my research - not sure how it would impact those affected.

What is its current focus? The Small Animal Hospital just got revamped... why does it need it? The survey and report do not explain or justify anything.

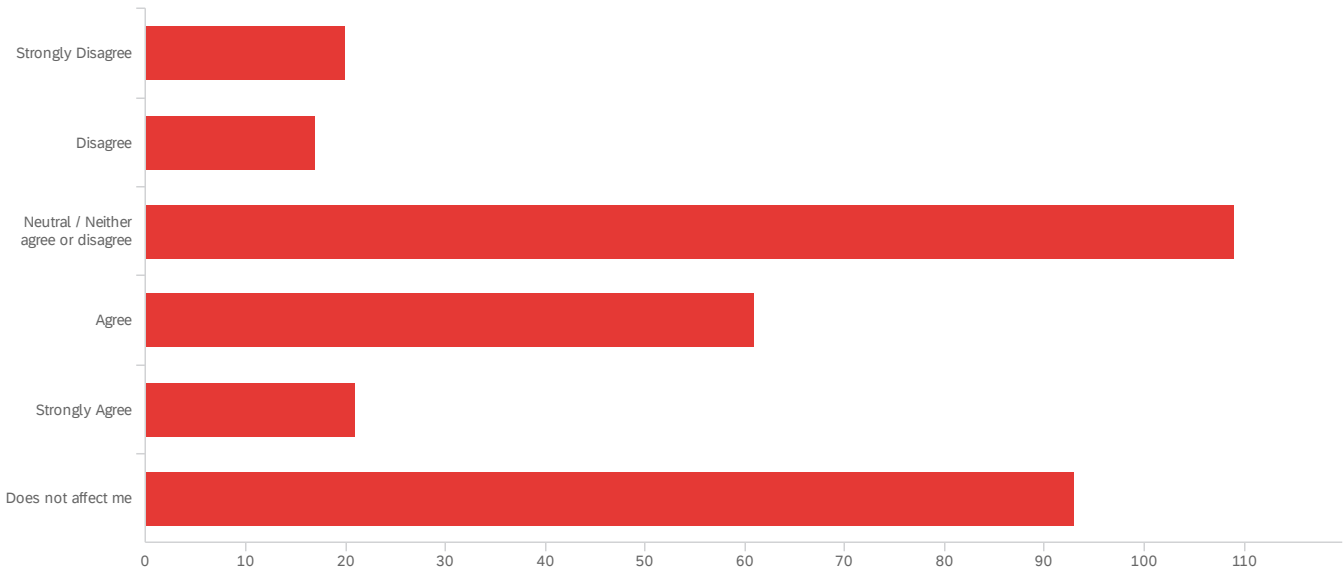
Don't kill the one in your hand..

The undergraduate training initiatives at the CVMBS is valuable and serves as an excellent pipeline for medical and veterinary candidates.

Anything to strengthen the research portfolio

1000% agree, the Vet school has been doing most of the top human research at TAMU for years and that should be moved to the HSC. Let the vet school focus on vet med.

Q6.11 - Recommendation #9c: Refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #9c: Refocus the College of Architecture on the core mission of Architecture and Landscape Architecture/Urban Planning. Do you concur with this recommendation?	22.00	27.00	25.01	1.53	2.34	321

#	Field	Choice Count
22	Strongly Disagree	6.23% 20
23	Disagree	5.30% 17
24	Neutral / Neither agree or disagree	33.96% 109
25	Agree	19.00% 61
26	Strongly Agree	6.54% 21
27	Does not affect me	28.97% 93

321

Showing rows 1 - 7 of 7

Q6.11A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

Our ARCH faculty are world leaders in community engagement and outreach research. This refocusing can serve to undo these advances.

Does not affect me

The college of architecture has shown exactly what faculty should do to innovate and transform in the light of a changing future. As such, they do have unique, world-class programs that may not on the surface seem very "architectural" (e.g., Visualization). However, taking those innovations out of the college and moving them "where they belong" is not right. Faculty should be encouraged to transform their department through their research. When civil engineering has significant work in AI and big data, that does not mean it needs to be moved to computer science. This stifles creativity and innovation. Let these unique programs grow where the faculty who have interest in them reside.

This is a very bad idea. Have already indicated in previous comment why moving Visualization to a Fine Arts Schools is a disservice to Visualization and Architecture. The rationale presented for this refocus makes no sense. If the University has been shoveling resources at College of Architecture, and ranking has not increased, then jettisoning other related programs (that are supposedly also very strong) is somehow going to help? Illogical. Having personally taught both Construction Science students and Engineering students the same coursework, the proposal to move CoSci to Engineering is also very bad. Students, curricula, and ways of knowing are very different. That's not to say that cross-pollination of engineering and CoSci is not useful. These four programs have better co-linkages with each other than the proposed partitionings.

In the MGT Report, there is a lack of in-depth evaluation on how the recommended changes will impact interdisciplinary research and learning in Architecture, Construction Science, Landscape Architecture & Urban Planning, and Visualization, if two of the College's departments, Departments of Construction Science and Visualization, are moved out of the College.

The College of Architecture should be renamed the college of Built Environment which is truly representing the housed departments. The research centers and and PIs inside these doors are mainly funded under this umbrella as opposed to traditional architecture.

CLLA could benefit from moving Visualization, but not sure that Visualization is not part of the "core mission" of Architecture.

I see this as weakening the college of architecture. Visualization and Construction Science are complementary departments to architecture and urban planning.

I think we need to listen deeply and carefully to the College of Agriculture....what does "refocus" mean?

Do not expect any effect.

I really have no opinion on this.

The Construction Science (COSC) Program is a non-engineering, non-calculus, non-physics based program. Students in COSC are not taking rigorous common freshmen engineering courses. Engineering students failing in engineering because of the rigorous courses may be dumped into COSC. The overall ranking and quality of the College of Engineering (COE) could be negatively affected. Also COSC does not follow the ABET accreditation. A lower ranked COE would mean that the recruiting of qualified graduate students would be more difficult and hence the quality of the research would suffer.

Not sure what urban planning has to do with architecture -- as well as how disaster/hazard mitigation fits in either.

This is part and parcel of stripping them of the Department of Visualization, but I fear it will leave them in a weak position.

Will not affect my research program.

Comment on how implementation of this recommendation might affect your rese...

Logical

This doesn't seem to acknowledge the changes in society. yes, there is a core discipline, but these disciplines have expanded well beyond their traditional boundaries and "refocusing" would risk losing the innovation that is sparked by engagement with other parts of that college including Construction Science and Architecture. I think the college as it is, is an innovative mix that is already successful and has much more potential.

I think modern architecture programs usually have a more inclusive idea of what architecture is than this more limited concept.

This won't effect me directly, and I leave this issue to those more directly impacted.

no effect

So you want to beef up the arts and then move Architecture away from general design? That makes no sense. You want to expand the program, which has been partly held back by the lack of an Arts program here.

No foreseeable effect.

Currently, the College of Architecture is not up to par with most renowned architecture schools.

Doesn't affect me but separating construction sci seems like a mistake. It is important for those who design to have practical knowledge of building.

This sounds like an invitation to strip out scholarly research on architecture from the academic programs which have flourished in Architecture.

Many of these recommendations appear to favor dividing the spoils among the three vice-chancellor programs (health, engineering, vestiges of agriculture). This one favors engineering (construction science).

Only if the College wants to do so.

Some of this overlaps with horticulture science, ag leadership, parks and recreation management. Need clear delineations which will benefit collaborations.

But I argue that Urban Planning is more closely tied to Civil Engineering than to Architecture.

Focus on these core disciplines enhances the potential for meaningful collaboration on planning related research. The current inclusion of Construction Science and Visualization distracts and de-emphasizes the critical core disciplines. Much as the MSLD did previously.

It would be best if every college could focus on their core mission.

If a School of Visual and Performing Arts is not created, Visualization could be housed in the College of Engineering.

not familiar enough with this issue

Would not impact my research - not sure how it would impact those affected.

as opposed to?

Let faculty find their niche: follow the money

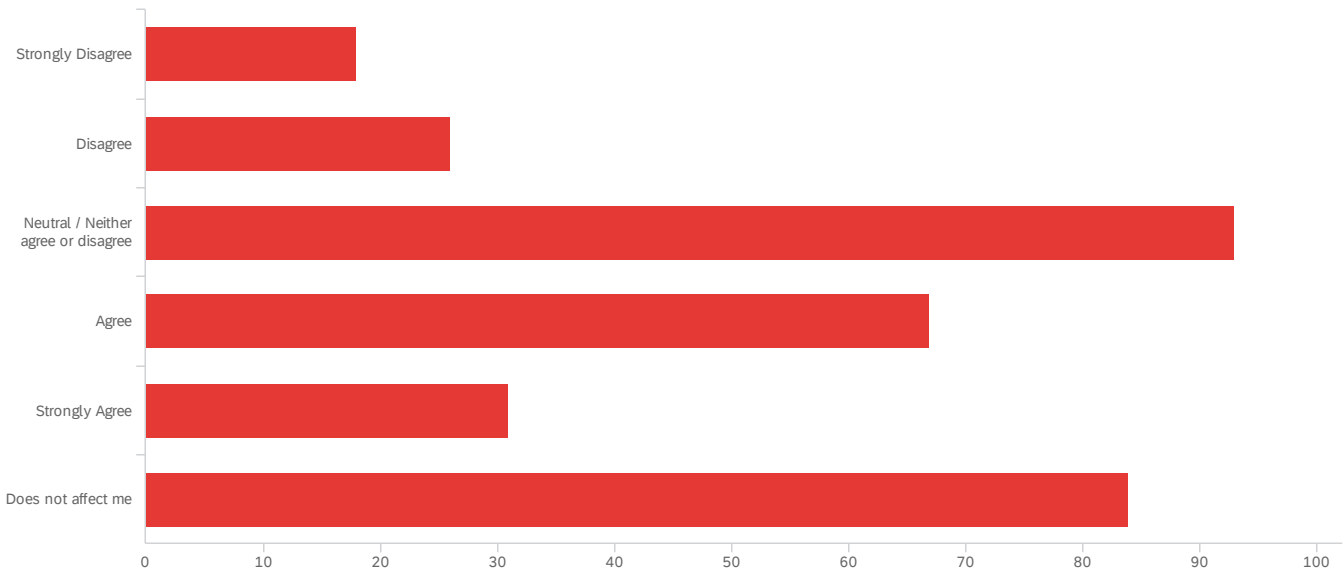
Our college's interdisciplinary group of 4 majors make interdisciplinary science so easy to do!! We generate very interesting applied and basic science grants that bring together design, art, built environment, and social science.

Comment on how implementation of this recommendation might affect your rese...

YES!

Again, removing Construction Science and putting it in engineering does a grave disservice to both Colleges. These students are not engineers and shouldn't be treated as such. They belong in Architecture, the College that has put the time and resources into growing that program. This smacks of an easy way to reach 25 by 25 goals.

Q6.12 - Recommendation #9d: Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health and Kinesiology. Move the Technology Management Degree Program to the Department of Engineering Technology. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #9d: Consolidate the Department of Health and Kinesiology in the School of Public Health, including clinical research associated with the Department of Health and Kinesiology. Move the Technology Management Degree Program to the Department of Engineering Technology. Do you concur with this recommendation?	22.00	27.00	25.00	1.51	2.28	319

#	Field	Choice Count
22	Strongly Disagree	5.64% 18
23	Disagree	8.15% 26
24	Neutral / Neither agree or disagree	29.15% 93
25	Agree	21.00% 67
26	Strongly Agree	9.72% 31
27	Does not affect me	26.33% 84

Showing rows 1 - 7 of 7

Q6.12A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

I don't know enough about this to comment. "Unsure" would be a better characterization than Neutral.

no comment

This would be a good way to bolster the strengths of both SPH and HLKN in areas of significant overlap.

How will this affect students? How will this affect student numbers in each of the programs?

This was decided three years ago by the faculty of HLKN who decided to stay in CEHD. The mission and goals of HLKN and the School of Public Health are different, especially with regard to health promotion.

Here I would have to know more about the effect this would have on CEHD, which is otherwise more or less ignored in the report. I would defer to the Dean of CEHD, and the respective Department Chairs.

HLKN has a focus on education.. there may be some of the program that could collaborate with public health. But, there is a lifespan educational focus-- from early childhood to older adulthood. Additionally, Sport Management is a part of that program-- CEHD has a leadership arm in the Department of Educational Administration and Human Resource Management-- that would fit into that program. Technology Management is trifold-- it is technology management and leadership, business (18 hours), and human resource development-- please try to understand the program-- it is not "just" engineering. Please discuss these programs with the faculty-- faculty are over the curriculum and programs. Please have that discussion.

This recommendation would impact the previous 2 recommendations about TAMU Health budget and research organization. TAMU Health would have to support social science and not just clinical research with this recommendation. I do not believe MGT knew all they were recommending when they put this in the report. The PhD in Health Education (the report inaccurately names the degree a PhD in Community Health) is a research-oriented degree, while the DrPH is a professionally-oriented degree. The career paths of our doctoral students are distinct, with PhD in Health Education graduates often being employed in academic institutions, while DrPH graduates often being employed with state and federal health organizations. In addition, the report did not name the PhD in Health Services Research. This degree focuses on health economics, health politics/health policy, and health service (similar to quality assurance). Although PhD in Health Education students could focus on school health policy or the quality of health education, this is different from health economics, national, state, or municipal health policies, and health quality assurance research situated in healthcare organizations. I find this report to be short sided to the history of the Department of Health and Kinesiology and the newer School of Public Health. However, the report indicates that insight and response is important, however, words and statements like "Once HLKN joins SPH...are possible and expected" is a clear indication that authoritative decisions will be enacted without faculty input. Without faculty input being considered, the President's and TAMU's message goes against the idea of building faculty talent or any shared governance models.

Comment on how implementation of this recommendation might affect your rese...

This is the single most misleading, duplicitous item and recommendation in the report, and it prompted suspicion about the report in its entirety. First, the recommendation is predicated on misleading assertions that have no basis in fact. The MGT report pejoratively claims that "...the College of Education and Human Development was mentioned as one where the lack of focus on the core mission of producing educators for the state and nation has negatively affected students and other units in the university;" and "Refocus the College of Education and Human Development on the core mission of producing educators." These assertions are empirically untrue. In fact, the CEHD is FIRST among our state universities in producing teachers in math, english and the language arts, and in general elementary schools for the state of Texas; SECOND in producing teachers in physical education and health, and in special education, and THIRD in producing teachers in bilingual education -- all for the state. The CEHD has centers for Teacher and Practitioner Preparation, and in STEM Education, and in Inclusion and Diversity. Three programs and departments are ranked in the top twenty in the nation. Who, then, claims that CEHD has "lost focus" on this "core mission"? These statements have no support, implying a subjective agenda that seems apparent in this recommendation, in which HLKN -- which has ten undergraduate majors and several funded grant projects -- would be moved out of the college. Admittedly, the state pays more money 'per undergraduate' to public health, and less to the college of education (mentioned in the report), bringing a financial boon to public health. But this would effectively cut the CEHD operating budget in half, to the detriment of the remaining departments and faculty, who have worked in good faith to support HLKN -- including financial support for the creation and maintenance of the Human Clinical Research Facility (which, presumably, public health would then operate and potentially benefit from subsequent contracts and grants it may obtain). Basically, this recommendation is an existential threat to CEHD, devaluing it and undermining its work and its achievements. CEHD faculty are committed to the shared mission and vision of our AAU, Research 1 intensive institution, and we have successfully obtained external funding and contracts, developed innovative projects that have garnered national attention, and have graduated doctoral students who now serve as faculty in peer and other institutions. To be sure, a nuanced dialogue could occur with public health about the various undergraduate majors that might fit (further, it should be obvious that the dance majors in HLKN would be a better fit for the new College of Fine Art, but the report seems unconcerned with these nuances, as it is unconcerned with the documented accomplishments and achievements of CEHD faculty). To be clear, yes, the financial repercussions of this recommendation would undermine research and scholarship throughout CEHD. There is no positive spin to the rationale for this recommendation, as it sends a very negative message to the CEHD faculty.

Department of Health and Kinesiology should be in engineering not in public health

Will not affect my research program.

I think you will make only 50% of the faculty happy with this move. More discussions with faculty are warranted.

The faculty in this program were given this option in 2014 and voted against it. They see themselves as health educators and decided to emphasize the education side of that more than the health side when they decided to stay in the college of education. Considered and rejected before.

Again, logical. Why is it like this now?

This won't effect me directly, and I leave this issue to those more directly impacted.

no effect

CEHD needs to return to focus to serving teachers and students. The College of Education needs to focus on Education. There has been a trend to hire based on the amount of grant dollars that faculty bring with them, rather than the training and experience, even degree that they hold (several faculty that have been hired do not have teaching experience). There is a need to focus on improving learning and instruction for minority students including bilingual students who are in need of learning content while they learn English. The neglect of this student population, by not training teachers appropriately and not researching the issues that impact culturally and linguistically students (for which there a a limited number of grants), will lead to not only the lack of academic success of this students, but it will lead to a tremendous economic impact since these populations constitute more than 50% of the student population.

Kinesiology needs to be in education as well. This detracts from integrated research proposals in education.

I didn't know we even had a Dept of Engineering Technology. The name of that department sounds redundant to me. Isn't engineering part of technology?

No foreseeable effect.

Yes, a realignment of those programs are necessary.

Comment on how implementation of this recommendation might affect your rese...

Many of these recommendations appear to favor dividing the spoils among the three vice-chancellor programs (health, engineering, vestiges of agriculture). This one favors engineering and health (kinesiology: health, tech to engineering).

Not sure public health makes sense. The program in health and kinesiology are more aligned with college of medicine, or with the broader life sciences. For sure the clinical research programs are a mis-fit in public health.

Both programs have different mission and vision, and I believe they will benefit more if they are moved to a clinical department since they see patients.

none.

Have always wondered why Health & Kinesiology is not in SPH

The technology management degree is not an engineering degree. It is not clear to me this will benefit the students.

I think HLKN belongs in CEHD. It provides a more robust view of education and development across the lifespan.

First of all, Health and Kinesiology also includes Sport Management which needs to remain in the College of Education and Human Development. The College has a leadership, management, and administration department which could retain the Sport Management Degree. Technology Management is a different type of degree from engineering. It includes courses from Business and collaborative courses from engineering (cybersecurity). Please consider discussions with the Department and College of Education and Human Development.

This sounds fine, but only if the stakeholders agree and the result improves instruction and research.

We have tried for years to increase collaboration with Kinesiology and been stymied by the siloed walls between TAMU and TAMU Health. Kinesiology is a great addition to TAMU Health. The Vet School and Biomedical Engineering should follow suit so that all aspects of global health are under the TAMU Health brand and umbrella.

I have no problem moving Technology Management degree program to the Dept. of Engineering Technology, but HLKN does a lot of teacher preparation and coaching certification that has NOTHING to do with the programs in Public Health. Teacher education on this campus is already spread across a number of colleges, and moving certification programs into Public Health adds yet more complexity, meetings, paperwork, compliance, field placement offices, coordination, etc. to an already challenging process. Certification programs and the faculty that teach in them need to stay in the CEHD.

Again these are 2 separate issues, if the consolidation of Kinesiology and Public health leads to efficiencies and increased focus and synergy this might be a good thing for our research program enabling better collaborations, but... not familiar enough with technology management and how that would fit with Engineering technology but it seems they might not have affinity despite the shared technology in the name.

Would not impact my research - not sure how it would impact those affected.

This greatly affects the CEHD, making it a smaller unit than it now is. I totally disagree with this.

Why not move Kinesiology to College of Arts and Sciences? From a collaborative perspective again this would be a negative for my work. However, this could also negatively impact research in Kinesiology as well, given that they will be farther from other units that have similar research productivity and foci.

Shifting of deck chairs on a 17th century wooden galleon

My understanding is that these departments reside on different campuses - if so, how will this be achieved?

Comment on how implementation of this recommendation might affect your rese...

There's no doubt that HLKN does not fit within the College of Education and Human Development. I have no research collaborations within the College - other than those within HLKN. My research collaborations are more in COM, Vet Med, Biology, and Nutrition. Thus, I agree that HLKN needs to be moved. However, moving HLKN to SPH does not make sense b/c HLKN is twice the size of SPH, and the mentioned overlap is actually quite small (affecting ≈ 150 students out of ≈ 4000 in HLKN). Moving HLKN may help my research ties and collaborations, but what would help more was if HLKN was made a School in TAMU Health. Our two most recent externally led program reviews (2009 and 2015) both recommended that HLKN be moved out of Education and made a School in another unit. HLKN already has the School structure and there would be no increased costs to this move. However, moving HLKN into SPH would have tremendous costs due to differences in faculty contracts (HLKN 9 most vs. 10-11 most in SPH) and faculty salaries (base salaries in SPH are significantly higher than HLKN). Further, there would be the organizational issues of a small school trying to swallow a unit twice its size. Not the most efficient approach for research, student success, or faculty happiness.

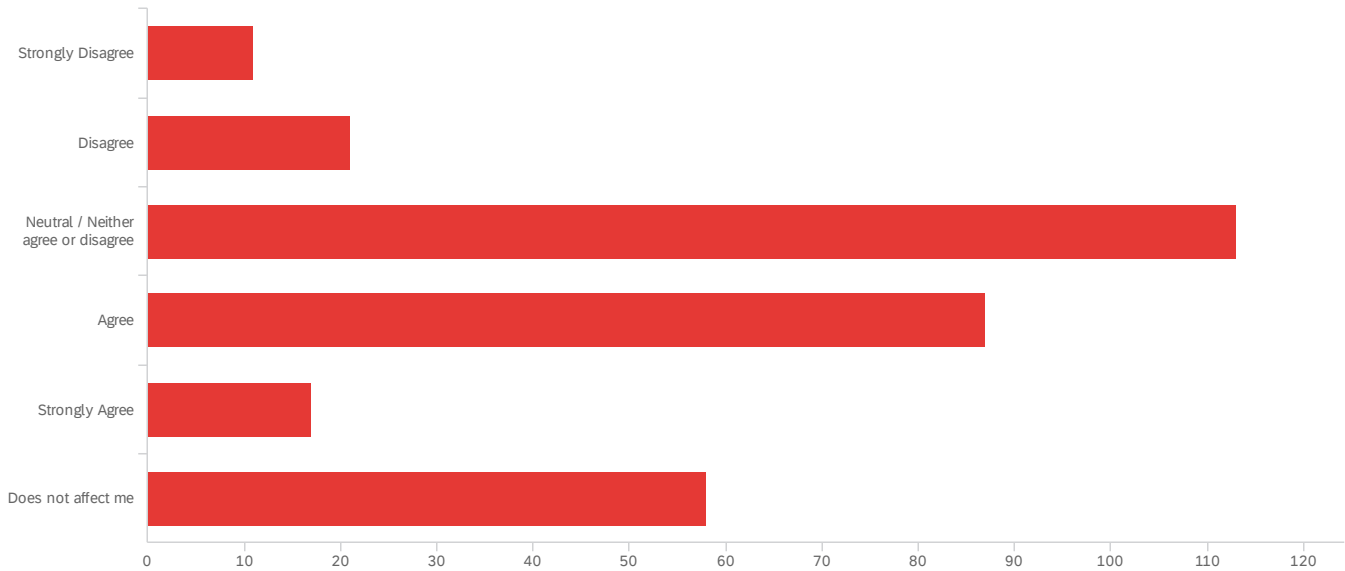
It may be fine to move the health program to School of Public Health. BUT, the physical education programs are better suited for the College of Education and Human Development because these program prepare coaches who are typically teachers as well. They are all par of the school educators, just like teachers. The technology program in the College of Education and Human Development serves a different purpose by training technology educators. The faculty is not the same as those in the college of engineering who are more technical in the technology field.

Technology management does not belong in ETID just because it has Technology in the title.

Q7. Section V. Student Affairs

Q7.1 - Recommendation #1: Reorganize Student Affairs and expand student "High

Impact Practice" (HIP) services. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #1: Reorganize Student Affairs and expand student "High Impact Practice" (HIP) services. Do you concur with this recommendation?	22.00	27.00	24.82	1.32	1.74	307

#	Field	Choice Count
22	Strongly Disagree	3.58% 11
23	Disagree	6.84% 21
24	Neutral / Neither agree or disagree	36.81% 113
25	Agree	28.34% 87
26	Strongly Agree	5.54% 17
27	Does not affect me	18.89% 58

307

Showing rows 1 - 7 of 7

Q7.1A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

Students should focus on core subjects, not have their time diluted into non-academic programs. Senior design is an example of an infinite time-sink. While a capstone project in engineering seems like a logical conclusion, in reality students end up spending substantially more than the degree-plan credit hours in this course, sometimes with minimal learning. Focus on the basics and the students will have plenty of time for projects when they graduate and earn a job.

moving the student programs into student affairs like the money wise and career services will create a more student centered approach to providing resources to students.

Why should everything always be "high impact"? When everything is "high impact", nothing is. Does that make other activities "low" impact? Research is considered high impact, but it's only really high impact when students are fully engaged in productive labs with hands on experiences. Funding and support from TAMU will be "impactful" for this innovation to occur.

I don't know enough about this to comment. "Unsure" would be a better characterization than Neutral.

Many of these reorganizations make sense. New investment in high-impact practices could bring more money to research, though it is poorly defined in the MGT report.

Unsure what these "high impact practice" services are.

Don't know what this means.

Undergraduate student research is a high impact practice, and the university could proactively support research which incorporates undergrads in the program. As a grant-supported researcher, I am serving students without any department, college, or university financial support. The Research Office could offer partial support for postdocs and grad students who mentor students.

HIP could be in research activities, if there are not major barriers put up by IRB by including students in research related HIPs.

This will only increase already ridiculously large administration. People who have no clue about teaching will handle it.

May bring more undergraduate students to my research program.

High Impact Learning mandates have been a pain of paperwork in the past...with little impact on students as a whole. When mandates are created, departments will find a way to check that box.

What do the student affairs experts think, not some corporate management experts.

there's a lot going on here, but it seems in the right direction

no effect

could lead to more involvement of undergraduate students in research

SHould only invest in practices that actually work. A lot of money is spent on the SI program that is utilized by very few students - just as one example of something that shouldn't be expanded just to be able to say we do it.

Comment on how implementation of this recommendation might affect your rese...

no idea

If this actually benefits graduate students, it will help my research agenda.

High impact ay involve wor in labs, but that should not change.

Student affairs to me seems "overworked" and bureaucratic and largely ineffective, but this is from far away.

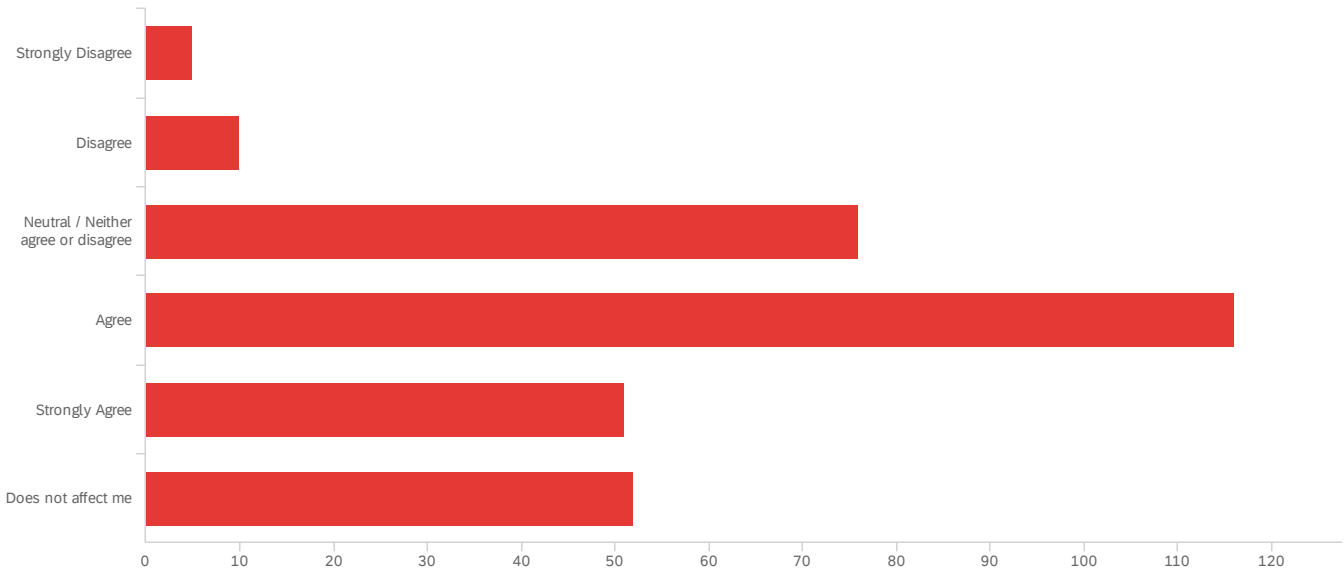
Separating from academic affairs might reduce the emphasis on undergraduate research.

Not sure what "high impact practice" means.

I am fearful of what HIP is and who would decide- could be an expensive fad

They do not define High Impact Practice well. That needs to be spelled out before I agree.

Q7.2 - Recommendation #2: Align student organization management practices to ensure transparency and accountability. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #2: Align student organization management practices to ensure transparency and accountability. Do you concur with this recommendation?	22.00	27.00	25.14	1.16	1.33	310

#	Field	Choice Count
22	Strongly Disagree	1.61% 5
23	Disagree	3.23% 10
24	Neutral / Neither agree or disagree	24.52% 76
25	Agree	37.42% 116
26	Strongly Agree	16.45% 51
27	Does not affect me	16.77% 52

310

Showing rows 1 - 7 of 7

Q7.2A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

Seems reasonable, but not if administration inserts itself into student run organizations. Students should have a high degree of autonomy.

Having served as an advisor of a student organization, I fully agree that there needs to be better transparency and accountability in student organization management practices. We probably need fewer student organizations, and have them run better with better faculty and staff support and oversight. This takes time and resources and not be burdensome to faculty, in other words, have it be viewed as a positive, not a distraction, for P&T decisions.

My understanding is that there is already transparency and accountability in the student programming, as well as training exercises that student leaders go through when accepting leadership positions. This recommendation sounds like a response that will increase bureaucracy for all to fix a few problems that need more directed attention. Instead, address the individual problems. Most student organizations are just fine.

Certainly transparency and accountability are desirable in all public activities.

Depends on how it affects my advising load - if the university requires additional training and extensive oversight, I may need to withdraw as a student org advisor. Probably would be a net positive to my research program, but a net negative to the students.

Will not affect my research program.

Student organization management practices are transparent and accountable to the ability of an overworked and understaffed department. It is easy to criticize when they have been starved for years.

in theory, i agree. clearly more oversight is needed on this campus but i doubt it will happen. we learned little from the Bonfire collapse, which was riddled with lack of oversight, and recently had a damning report about FISH camp which revealed rampant sexual abuse/grooming/abuse of power by counselors and no oversight of the organization. this recommendation seemingly would address that, which is good.

I am not sure what this means for student organizations, nor for the faculty who help advise them. Sounds like it might negatively impact some of our longest running student organizations, like Cepheid Variable, and that would be undesirable, I think. When in doubt, trust the sci fi and anime clubs to know what is best.

no effect

this should already be happening.

What is behind this? Are the students out of control? This strikes me as a way for the President;s office to increase control over the students.

If this actually benefits graduate students, it will help my research agenda.

Research may be impacted by opportunity to identify emotionally mature students through activity in student organizations who demonstrate leadership.

always appropriate.

The phrase "align student organization management practices" is a vaporous cloud of nonsense.

Comment on how implementation of this recommendation might affect your rese...

I am supervising two student organizations and I am not aware of any issues with current management practices. We enforce training for supervisors and student leaders and hold them accountable for their actions. Almost all the activities of the student organizations have been traced, and all the financial transactions need to be approved. I don't understand why any changes are necessary.

This sounds reasonable, but only if the stakeholders agree and it improves student instruction and research.

Increase in transparency and accountability would be a good thing, the overt focus on leadership development seems a bit overbearing.

No impact on my research, but sounds like it makes sense.

Is there a problem?

Transparency and accountability can be ensured in the current management practice. This will create extra bureaucracy that will frustrate both students and staff alike.

This is likely in response to the lack of oversight and resulting criminal activity at FISH camps (ie, sexual assaults), so more oversight is welcome and overdue.

Is this an admission it isn't already so?

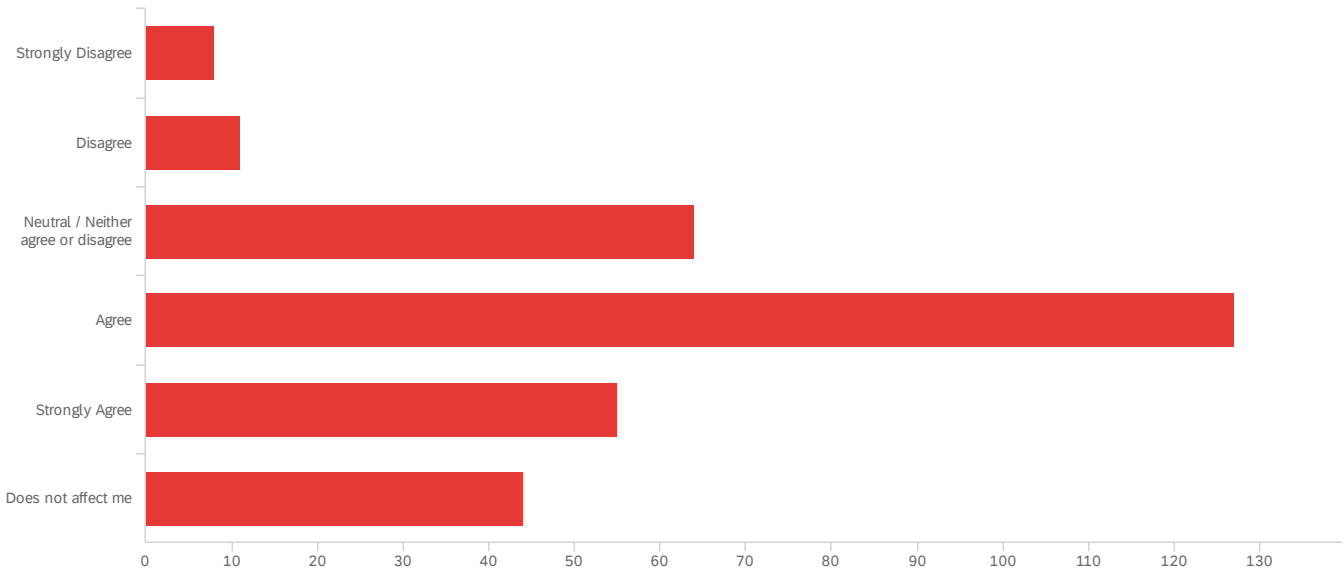
Unclear how this will be done

No research consequence, but as an advisor to an org, I would say the current system is working well. Very transparent

Will our students have time to deal with the additional paperwork?

It will be nice to do the same with top university administrative matters as well

Q7.3 - Recommendation #3: Integrate Student Health Services and Counseling and Psychological Services into Texas A&M Health and establish a dedicated unit to focus on providing wholistic student health. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #3: Integrate Student Health Services and Counseling and Psychological Services into Texas A&M Health and establish a dedicated unit to focus on providing wholistic student health. Do you concur with this recommendation?	22.00	27.00	25.11	1.15	1.32	309

#	Field	Choice Count
22	Strongly Disagree	2.59% 8
23	Disagree	3.56% 11
24	Neutral / Neither agree or disagree	20.71% 64
25	Agree	41.10% 127
26	Strongly Agree	17.80% 55
27	Does not affect me	14.24% 44

309

Showing rows 1 - 7 of 7

Q7.3A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

The report provides a clear problem of mental health issues and the psychological support needed.

having these resources under the same roof will better serve our students in crisis.

This seems totally reasonable, but only if it creates a net reduction in staff and administration.

This sounds like a good idea. Will there be uptake by the student population?

This recommendation does seem to make sense. I fully endorse more emphasis/resources for student mental health.

CAPS must be given more support and funding.

What is "wholistic student health"? How will this specifically serve our student population?

Don't expect any effect.

Student stress has severely affected my undergraduate researchers this last year.

No, I think Texas A&M Health will just end up neglecting student health services. Which would be bad for the students that I have to teach.

Most student just complain on how long it takes for them to get proper care.

If this truly benefits and streamlines services to students.

Why Psychology is not more involved in the provision of psychological services is downright strange. "Wholistic student health" sounds great, but giving that all to TAMU health seems to go in the opposite direction.

Will not affect my research program.

this sounds good in practice but we already have only a laughable 30 counselors for 70,000 students on campus, so i have no faith it will be well funded or run appropriately.

Not really certain how this will help or hurt, without knowing specifics. Honestly, counseling is such a massive need on this campus, you should just make a vice-president dedicated to that issue alone!

no effect

But something should be done to have more availability of mental health services for our students!

Agree - sort of. The real problem is not solved by this. The real problem is that we do not have enough doctors, nurses, clinical social workers to take care of our students. The expansion should be to increase access to healthcare first, rather than a "holistic" approach.

Comment on how implementation of this recommendation might affect your rese...

This could help some graduate students and benefit my research program (and also make their lives better.)

Seems like a good idea but implementation/feasibility given the current clinical faculty in COM is unclear.

Unlikely - but could affect teaching and function of disability services

More timely service to students is needed. They can't always wait a semester to be serviced

support students who may need mental health support through graduate students. Combining into TAMU Health will raise credibility of services for professional students

Research may be impacted negatively by graduate and undergraduate advisees not being able to access timely assistance if directed to A&M HSC. Were facilities to be located on main campus, that might be mitigated. Perhaps I might be more supportive if the spelling of holistic were correct (snark, snark...).

Currently health offerings to students seem fragmented and upsetting to students. This could be a big improvement.

Great idea!

Unclear if this will actually increase mental health support on campus, or how it will do so. If it does, that reduces burdens of caring for student mental health issues on faculty and should increase overall functioning in the university.

This seems reasonable as long as it is thoughtfully considered and properly implemented.

Will help maintain mental health of graduate and undergraduate research workforce

seems that make sense and might open up opportunities.

No impact on my research, but sounds like it makes sense.

I think instead of reorganizing the focus should be on hiring more counselors and making counseling more available, not shuffling the deck chairs...

Do whatever the professionals think best here. Not what management of cost-cutters recommend.

No matter what occurs Counseling and psych. services are very underfunded and leave students without the support they need.

More money siphoned off for what?

But this should be done carefully to ensure that those providing health services (e.g. counseling) do not participate in their education too.

If it improved services, this would be good, but if services were to be offered by student md's etc, this would be a disaster.

These student services are not part of a degree program within an academic unit. Their functions are more service than degree education. This recommendation does not make any academic sense.

It is spelt HOLISTIC not WHOLISTIC

This would improve the health of my undergraduate and graduate students

Comment on how implementation of this recommendation might affect your rese...

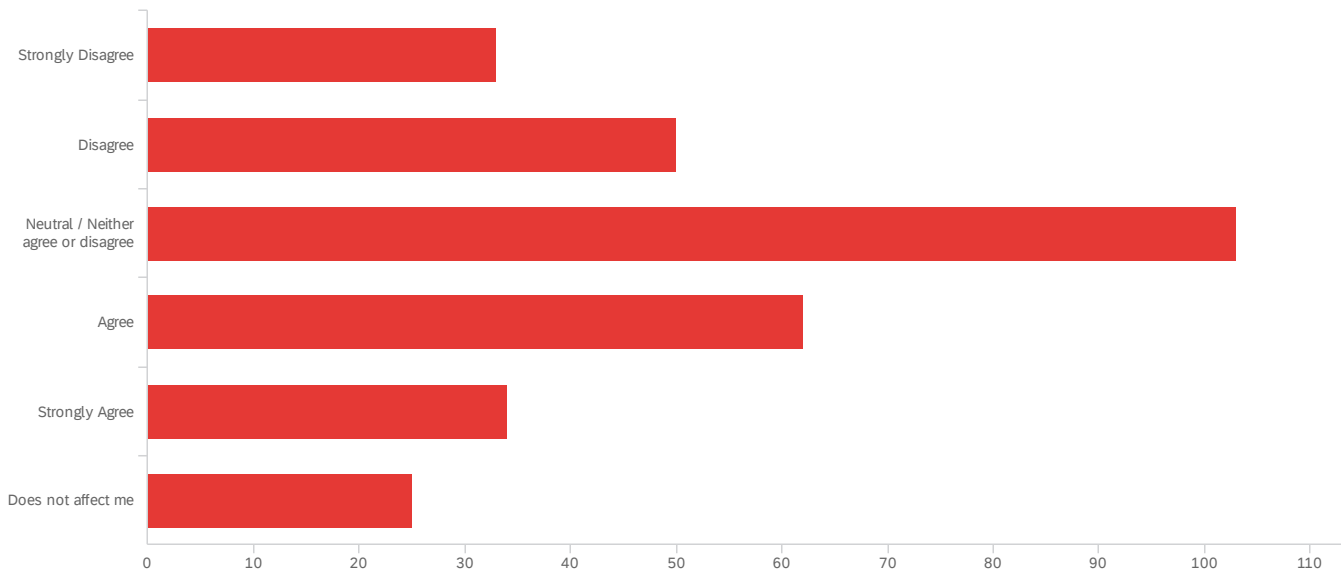
This would need significant resources

Q8. Section VI. Facilities

Q8.1 - Recommendation #1: Restructure of Facilities and Operations/Safety and Security

to include all facilities services under a new centralized management structure in Facilities

Management. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #1: Restructure of Facilities and Operations/Safety and Security to include all facilities services under a new centralized management structure in Facilities Management. Do you concur with this recommendation?	22.00	27.00	24.29	1.37	1.89	307

#	Field	Choice Count
22	Strongly Disagree	10.75% 33
23	Disagree	16.29% 50
24	Neutral / Neither agree or disagree	33.55% 103
25	Agree	20.20% 62
26	Strongly Agree	11.07% 34
27	Does not affect me	8.14% 25

307

Showing rows 1 - 7 of 7

Q8.1A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

This is again a one-size-fits-all approach. This should be a function delegated to the division level where decisions can be most responsive to needs.

Higher, faster and more efficient services are needed in these critical area of restructuring. Being off-campus I see this critical.

facilities managers who work closely with their building occupants have an in-depth understanding on building and PI needs. centralizing this will create a situation where facility issues go unresolved for too long.

Centralization is not always a good thing. Having common systems across a decentralized structure is always a plus. A poorly functioning centralized system fails the whole University, not just a small section. The specific needs in a College and for particular research efforts could and would likely be lost.

The Libraries have unique facilities needs (e.g., to preserve rare materials). Dedicated facilities support is important to ensuring that those facilities are maintained to preserve materials for all researchers.

This sounds like a good idea as long as the new structure doesn't become its own Albatross.

Centralization might save money, but comes at a real cost in terms of service and effectiveness.

The description of this section is very confusing. I have no problem with the reorganization of the Facilities unit. I agree that communication right now is sufficiently poor that service is quite slow for some requests (and fast for others, which actually tend to be the less time-sensitive problems!). I will note that the section on realigning building proctors gave me pause. My College has a building proctor who oversees our construction projects from our side, and in my opinion it is critical that this person stays on my College's payroll as an advocate for us. If they report to a central office, this would give them a conflict of interest that I consider unacceptable. Perhaps I misunderstood this recommendation, but in my opinion it is critical for these proctors to remain in the College units.

Centralization may be more efficient but not effective. This can slow down many aspects of research and teaching. Need to look at evidence from past centralization in some units - slowed down processes, lost effectiveness, no clear evidence of cost savings.

I would like to see a unified secure access system (key card or FOB).

Based on past experiences centralization means less service, greater wait time. Tragedy of the Commons...nobody feels responsible

Should ensure greater efficiency and transparency.

I slightly disagree on this as recently some changes were made on the custodial situation on my building and now the building/offices/labs/bathrooms are constantly dirty, edging on filthy. I always heard complains about the other buildings upkeep, but mine (ILSB) was always pristine, and now it is gross. Trash stays around for days, carpets are disgusting, restroom are smelling. The custodian in charge of my floor said she is now assigned to three different buildings, for the same pay! If those are the changes being implemented, please stop. Smelling restrooms are not proper working facilities. Treat the custodians better, hire more people, so they can actually do their jobs.

This really depends on how well it is implemented. The current structure is not ideal, but if not done well, the near structure can be even worse.

Facilities is a HOT MESS. Nothing is efficient. Communication is bad. Prices are ridiculously high to do ANYTHING.

Comment on how implementation of this recommendation might affect your rese...

Centralization and outsourcing of these services generally caused them to significantly degrade, so I'm not optimistic that this would be beneficial. I anticipate that repairs to laboratory facilities would take longer and cost more.

If facilities are not maintained as they are now, my research program will be hurt.

Centralization does NOT always lead to efficiency and better service. There is no one size fits all.

Of this will improve service then yes. Currently it takes 6 months to get a light bulb replaced

Science labs required high level technical information by facilities managers - both for planning and for maintaining labs. This level of expertise must be maintained in each building. Further, the facilities manager must interact with administrators, faculty and staff to ensure safe and efficient working conditions. Decentralization would lose this expertise and the relationships that maintain successful labs.

This is important for research but the details have been too superficially presented. Need staff input.

TAMU goes through cyclical waves of centralization and decentralization of services and operations. We are collectively tired of this cycling. The current decentralization was implemented because the previous wave of centralization resulted in terrible service that was ignorant of idiosyncratic realities of units on the ground. Keep it decentralized, thank you, and spare us yet another cycle.

The next step will surely be the Five-year plan.

I am not in favor of centralization. However if it is going to happen they need to be very aware of and sensitive to the particular needs of unique research facilities. It is one thing to treat all classrooms the same, but you can't use the same cookie cutter for the very specialized laboratories that underpin our research programs.

I agree only if the new FO/SS actually does what they are supposed to do. They came over to our building numerous times to "fix things" and never really fixed anything. I am suspicious of where they are spending their money.

This probably does not affect me. I cannot predict whether facilities service will be better or worse under this recommendation. If it is much better or worse that can affect my research program. I don't know.

Centralization of facilities has not improved services or quality.

Although on the surface this seems like it could be more efficient, there are SO many facilities at TAMU that a centralized unit would not be able to effectively, efficiently, or even sufficiently attend to the specific needs of all of them. I think this is particularly the case when the specific needs of the different research laboratories are considered.

Long overdue

Certain facilities that house my animal research need safeguards so that immediate protection of animal environment and well being can be addressed immediately

This is a joke, right? Rebuilding the units that were recently outsourced?

would not expect any difference in the long run- maybe different inspectors?

Services may be slow, priorities will shift, and may increase the vulnerability of certain research facilities.

May affect program offices- depending on flexibility. Our program has unique facilities needs.

Why not? Centralization of reporting structure and systems could be beneficial in providing a single point to go to report needs.

Comment on how implementation of this recommendation might affect your rese...

The centralization of facilities has been disastrous at TAMU COE. We have now to go through so many layers and the facilities people do not know what are the needs.

AgriLife should maintain local organizational control in the context of overall coordination by the University, much like IT.

as long as the university maintains full control.

Every time that facilities management is reorganized, it places another hurdle in the path of addressing facilities needs.

All facilities and departments have different needs- especially research departments with a lot of specialized equipment and need for consistent electricity etc. I think this will negatively affect all research programs as that local knowledge will be lost in a centralization. We saw how badly things turned out when sponsored research services were centralized. Let's not try that again!

Accountability of centralized facilities to the department/ / user need to be enforced.

Centralization tends to decrease efficiency and increase response time, indirectly having a negative impact on research.

without significantly changing how facilities are managed currently, centralization would make things substantially worse to run labs on campus.

If this is to privatize-- not sure-- more information is needed.

Centralization of services generally neither saves money nor improves services critical for research.

Adds too much red tape and slows things down for the COM which is a physically separate campus

It will become impossible to deal with problems in a timely fashion.

Facilities Management at remote sites is a joke. We were made to outsource our facilities maintenance and now we have to pay every time we need light bulbs changes or leaking pipes fixes. TAMU may have felt they were saving money because they no longer had to pay salaries of the facilities staff, but the cost burden was just shoveled onto the departments and our departments have been crippled by these expenses.

There has been a long history of centralization at TAMU, often to seek control or improve efficiency. Units often resist this because the quality of service suffers. The issue at TAMU if those support units that provide services (finance, facilities, HR, IT...) have to get better.

The Library is my lab and research includes analysis of Library spaces on the usability and desirability of Libraries. I have a strong relationship with our current facility managers so that they can better understand what the unique needs are of library buildings.

More centralization of this is only good for accounting and control by the higher level admins, not for the people that need the services.

if that means better maintenance of our aging buildings and infrastructure yes, that would greatly benefit every one on campus, but local building knowledge is important and I am afraid it will just make a bigger bureaucracy that makes it impossible to get something done or fixed in a timely manner (heating/cooling breaking, leaks etc) all this affects our day to day work and research programs

No impact on my research.

Too much centralization.

Emergency management should not be pushed down the organizational ladder. Operations and Security are key needs to all universities today.

Will anything be able to fix facilities management? Might as well try something new..

Comment on how implementation of this recommendation might affect your rese...

At last!

Seems like this is already happening...

Some of these existing structures are and need to be specialized - bad idea to consolidate

Each building should also have a manager with enough specialized 'memory' for that building

Facility services have been a mess since they were out-sourced (ever tried to get basic maintenance done - like changing light bulbs). I'm not sure anything could make it worse.

SSC is awful. They need to be fired and a new system/company needs to be put in their place. Takes 6 months to change a light bulb these days.

We already have high levels of centralization in facilities management, which leaves little room for people actually in individual facilities to make decisions without consulting someone who is somewhere else. It's possible to eliminate redundancies and standardize some processes without moving all decision-making ability to a centralized level.

Why do they like centralization this much? Centralization is more of a Communist practice, not good for America!

This could be good if done well. There must be a mechanism in place to guarantee accountability to stakeholders beyond the president's office (i.e., to colleges, departments, labs, PIs...).

Centralization of facilities has already proven inefficient and ineffective.

centralizing services such as this have a history of poor performance at TAMU.

This would be likely to make all facilities requests take more time and could lead to increase property damage in response to immediate problems and emergencies.

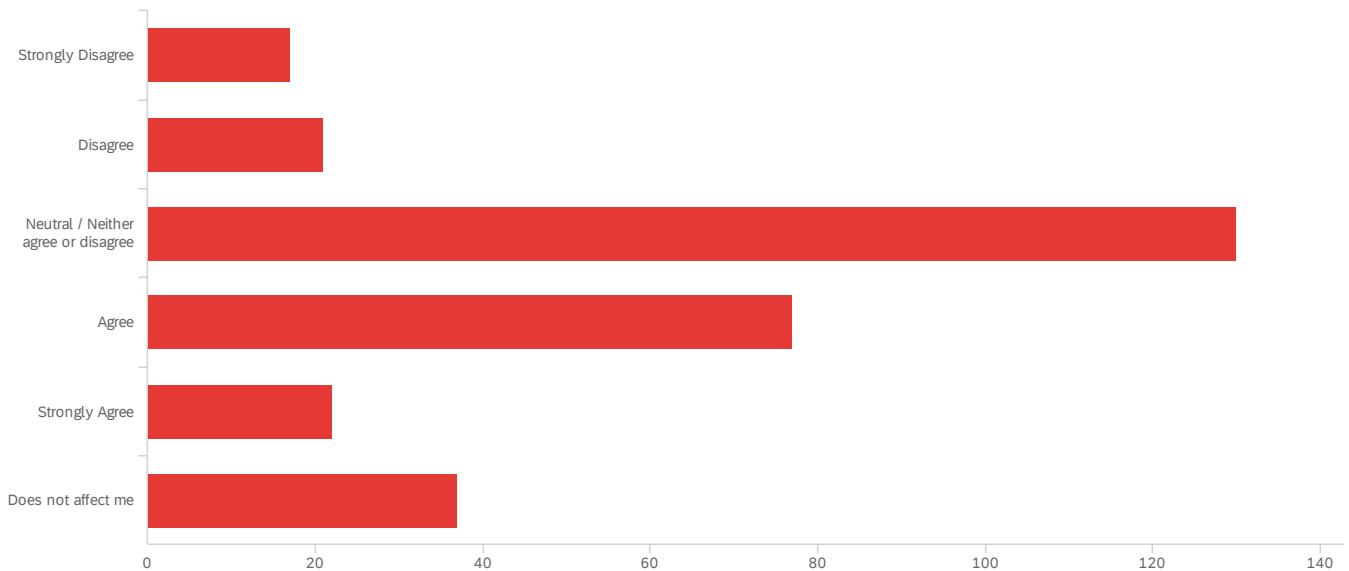
Current system clearly doesn't work. Anything new attempted is an improvement.

We need security presence on HSC campus at all times.

Q8.2 - Recommendation #2: Create a new division of Facilities Planning and

Construction (FPC) that allows for an expanded, strategic planning and construction unit.

Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #2: Create a new division of Facilities Planning and Construction (FPC) that allows for an expanded, strategic planning and construction unit. Do you concur with this recommendation?	22.00	27.00	24.58	1.26	1.59	304

#	Field	Choice Count
22	Strongly Disagree	5.59% 17
23	Disagree	6.91% 21
24	Neutral / Neither agree or disagree	42.76% 130
25	Agree	25.33% 77
26	Strongly Agree	7.24% 22
27	Does not affect me	12.17% 37

304

Showing rows 1 - 7 of 7

Q8.2A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

see above

Expansion of construction is not necessary. Expansion of managing existing structures and the faculty therein is a higher priority. TAMU can build buildings better than any Institution, but it fails to plan for managing these investments to make the best use of faculty efforts.

Could have a positive or negative impact depending on how it is implemented.

We already do construction projects just fine. We don't need another administrator to handle it

This should be subordinate to the President and other academic officers.

I do not see the purpose of such a division when most strategic plans are nullified when we get a new president.

Please add two floors of parking to each new building! Parking situation is the most ridiculous thing.

Seems like this just unnecessarily complicates things.

Will not affect my research program.

It is soo hard to get any new construction approved, including minor repairs or minor construction, that something needs to be done to streamline the process.

Unclear if this will this make it easier to get my lab renovated or to accomplish deferred maintenance on my building.

This seems like more bloat in the system even if the intention is valuable.

bricks and mortar desperately needed for research -- % of building projects that advance the research mission is too low

More administration ...

We joke that they are called "Facilities, Planning, and Corruption". I have seen no bid contracts go out to god knows what firm. I have sat in on a meeting where the contractor was chosen and then asked "What can you do with \$600K?" I am not kidding. There is something really weird in some of the small bid projects. I have been told by FPC that code requires xyz, but then I find out that there is no such code. They made stuff up so that their contractors could do the work.

No effect

Not sure - don't we already have this?

There are new buildings...but also many that are already built and need service...

Uncertain except that is this effort facilitates critical review of university failures to maintain existing buildings, rather than only building new buildings, that would be useful to research lab/program development.

Comment on how implementation of this recommendation might affect your rese...

Depends on the details. Planning now seems erratic and unreliable, particularly in articulating actual requirements.

Implementation needs to occur cautiously.

Not clear this is needed.

Create no new division of administrators.

More information needed.

This can benefit the planning for and construction of research facilities.

We desperately need updated and expanded research labs and cores so having a centralized system that can ensure best practices at all sites would be excellent.

if the left hand gets to know what the right and does and plans that can be good

No impact on my research.

If this will help building infrastructure and research laboratory spaces down the road, this could be helpful.

Amen

This should be the job of the president, provost AND the faculty

See above comment.

Too many administrative units and too many administrators already! NO MORE!

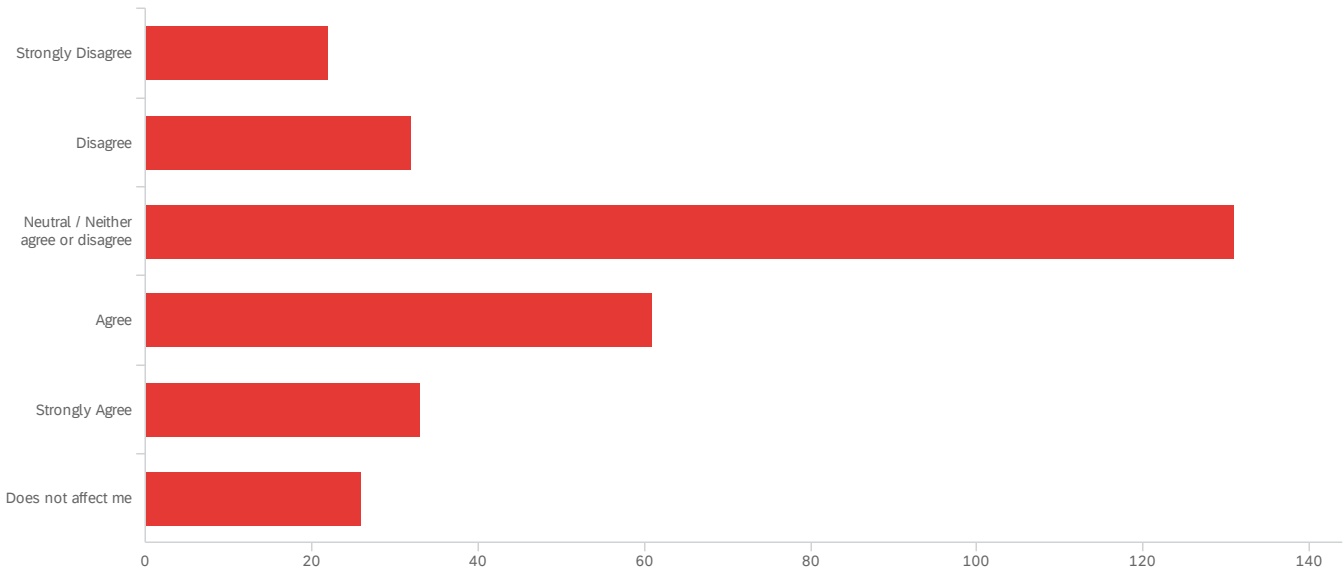
This could be good is done well. There must be a mechanism in place to guarantee accountability to stakeholders beyond the president's office (i.e., to colleges, departments).

Send facilities back to departments

Q8.3 - Recommendation #3: Create a Division of Facility Information Systems to

maintain information in support of TAMU operations. Do you concur with this

recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #3: Create a Division of Facility Information Systems to maintain information in support of TAMU operations. Do you concur with this recommendation?	22.00	27.00	24.42	1.27	1.61	305

#	Field	Choice Count
22	Strongly Disagree	7.21% 22
23	Disagree	10.49% 32
24	Neutral / Neither agree or disagree	42.95% 131
25	Agree	20.00% 61
26	Strongly Agree	10.82% 33
27	Does not affect me	8.52% 26

305

Showing rows 1 - 7 of 7

Q8.3A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

see above

if this will fix the time it takes for me to get a lightbulb changed, I strongly support this.

More reporting will not make us better, it will just produce more paperwork and distract us from our actual goals. Remember the Faculty Evaluations Systems launched by Provost Karen Watson? That was a disaster, failed to produce any useful metrics and was a complete waste of faculty time and effort. We already have a system of evaluation, specific to the needs of the individual colleges. We need to have evaluation of "performance analytics" that match our roles, which are all very different.

This sounds like a good idea on the face of it, but it creates systemic vulnerabilities by concentrating this resource in one place. Need parallel capabilities to ensure resiliency, and TAMU has not been very good at that in the past when it comes to centralization. A unified information system, yes, but one single division to manage it alone, no.

Centralization might save money, but comes at a real cost in terms of service and effectiveness.

The fact that I cannot easily request the plans for my own renovated lab spaces is a major problem. These details get lost in the shuffle of renovating again and again over the years. A central database of plans is a great need that will significantly improve service timescales. The fact that we didn't have this before is a real shame.

This is not well defined or the specific outcomes listed.

As long as we don't have to wait longer to get help from the Help Desk

Best to keep this localized to benefit needs of specific research projects.

A new addition to bureaucracy

If facilities are not maintained as they are now, my research program will be hurt.

Sounds like a lot of new administrative jobs with new divisions instead of teachers and researchers. We don't need more administrators.

As long as it does NOT centralize all IT functions and thus service to users becomes worse than it is now.

Unclear if this will make it easier to get my lab renovated or to accomplish deferred maintenance on my building.

This seems like more bloat in the system even if the intention is valuable.

hard to judge

More administration ...

Comment on how implementation of this recommendation might affect your rese...

I am not in favor of centralization. However if it is going to happen they need to be very aware of and sensitive to the particular needs of unique research facilities. It is one thing to treat all classrooms the same, but you can't use the same cookie cutter for the very specialized laboratories that underpin our research programs.

too centralized

I am suspicious of what may happen here, but I have no information on what this new division will do.

No effect

More centralization with doubts about true positive impact.

Any further centralization of technology resources is going to take us from burdensome to inoperable.

Our experience of losing local IT specialists is still causing problems. Research may be the least affected.

Ground truthing is EXTREMELY important. Any new system should have a robust means of confirming that if things are going wrong...administration can hear about it. It is possible to design a "customer service" unit that avoids accountability and contact with customers. I do not want to fight with an office because "the sensors say nothing is wrong" but something is CLEARLY wrong in a building. IT is already becoming a problem like this. Just today a colleague had a computer that would not move past the DELL screen. Called IT - no answer. Emailed IT...got an answer hours later asking them to turn on remote access software. Clearly the staff member involved is reading a script and not thinking about the problem. CLEARLY someone in that instance needs to just show up and actually look at the computer. During winter storm Uri a colleague had a water line break and it took SCC hours to find the proper shutoff because all institutional memory about that left with the privatization effort. Fixing problems quickly is important. Saving money and avoiding accountability to those in the buildings is not.

Uncertain.

We have a sufficient number of divisions and this would be yet another.

IF this is a "clever" way of saying centralize IT services, this is a terrible idea. As it is our grad students are struggling to get required software on their lab machines. multiple tickets and endless waits on even the most trivial software updates. For experimental labs, installing the instrumentation software requires IT folks who know it and currently they dont.

Whatever works. This is behind the curtain.

Implementation needs to occur cautiously.

Create no new division of administrators.

Texas A&M has an Institute of Data Science (TAMIDS). There are faculty members working on operational data science to help improve the efficiency of the operational units. We should get TAMIDS involved in creating and collaborating with this new unit.

Centralization tends to decrease efficiency and increase response time, indirectly having a negative impact on research.

More information needed

They have been trying to do this for years using iLabs and other resources but it is implemented poorly, not supported at all sites and can end up being more of a hinderance than a help. Who knew Maestro had a module for managing contracts, MTAs and NDAs? Poor training and lack of oversight has created a big mess at some colleges.

let's call it knowledge sharing yes streamlined procedures and sharing of knowledge can benefit very one

Comment on how implementation of this recommendation might affect your rese...

No impact on my research.

More wasted overhead...

We use our servers and technology heavily and need more ease of use than not. I worry the service will get much worse with this centralization.

Sure to screw it up even more.

While there are many things that need better management, especially ITS which is incredibly incompetent, we continue to need imbedded ITS within departments. Our experiments with centralization have been dismal failures, leaving departments without IT service needed.

Another unit for unit's sake

Centralization of IT in COALS has been a disaster. Guess anything would be an improvement.

This could be good if done well. There must be a mechanism in place to guarantee accountability to stakeholders beyond the president's office (i.e., to colleges, departments, labs, PIs...).

Communication is not the issue. Effectiveness and efficiency needs to be addressed first.

Centralized IT does nothing but insures poor service and no one to blame.

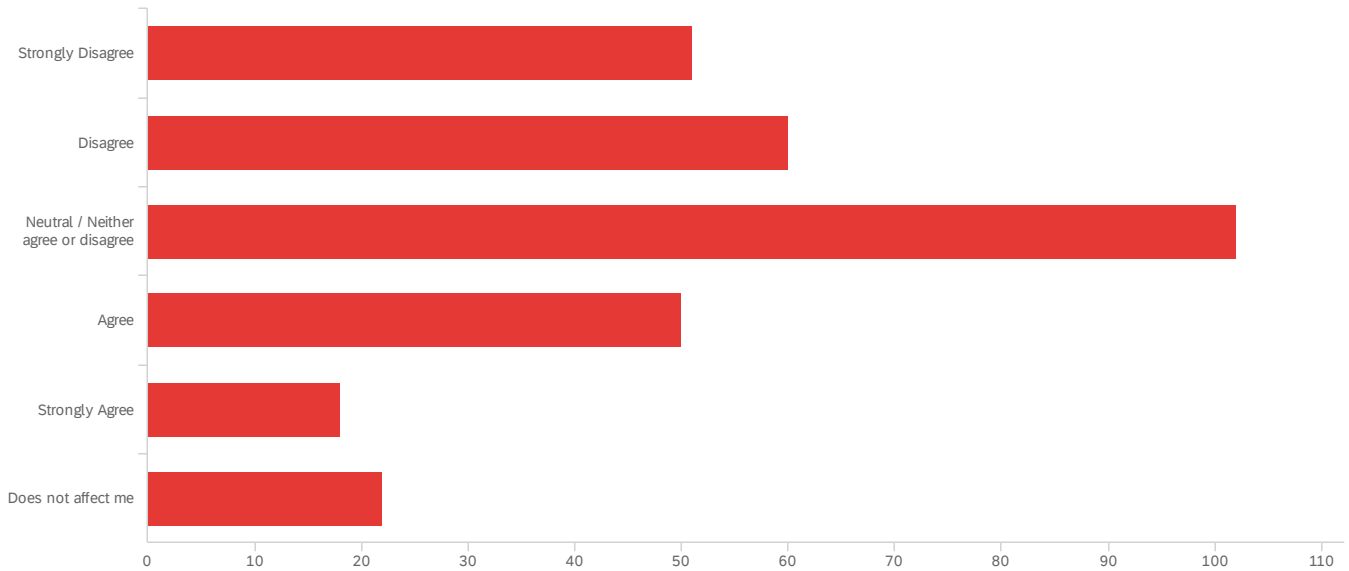
I am concerned I might no longer have access to the hardware/software/support I need to do my research (Linux, Mathematica, IT support, etc.)

Info systems is currently highly ineffective.

Q9. Section VII. Finance and Business Administration

Q9.1 - Recommendation #1: Centralize financial/business services under the Chief

Financial Officer. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #1: Centralize financial/business services under the Chief Financial Officer. Do you concur with this recommendation?	22.00	27.00	23.97	1.39	1.93	303

#	Field	Choice Count
22	Strongly Disagree	16.83% 51
23	Disagree	19.80% 60
24	Neutral / Neither agree or disagree	33.66% 102
25	Agree	16.50% 50
26	Strongly Agree	5.94% 18
27	Does not affect me	7.26% 22

303

Showing rows 1 - 7 of 7

Q9.1A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

I am afraid that this will become a faceless bureaucracy where rubber stampers look for the literal item, not the intended action. Keeping this in the departments allow PIs to speak with real people with whom they have developed a professional relationship. This ultimately will be more efficient and less frustrating as intents can be discussed and implementation plans put forth that makes sense and meet intended objectives as well as compliance. Many central decisions will meet compliance but have nothing to do with responsiveness to the intent.

Create synergy with AgriLife is a very positive move, that will resonate in efficiency in both TAMU and the agency

A poorly functioning centralized system fails the whole University, not just a small section. For example, for business systems, the gap between the faculty and the business associates increases the chances of miscommunication and reduces efficiencies. Same for IT and other essential services. What works for one College doesn't necessarily work for others, there is no "one size fits all" system. This is just flawed thinking that centralization is always better.

Will likely increase the response time with reimbursement issues for faculty and visitors; increased paperwork load on research-active faculty.

"Unsure" would be a better characterization than Neutral. As noted in a previous comment, there is a need for parallel capabilities to ensure resiliency, and TAMU has not been very good at efficiency and resiliency in the past when it comes to centralization.

This appears to be a conflict of interest. Faculty feel strongly that we need business personnel who can meet our needs and expectations. This reporting structure recommendation indicates that these business personnel would be beholden to the university. The best service for the research (really the point of it all) is to have the business offices report to the units but be trained to carefully follow the rules of the university. This is what we are currently doing, and it gives the best service to the research, which really fuels the whole thing. Please do not make it harder on the researchers by centralizing business. That model doesn't work, and we researchers already do so much to improve this university.

Centralization may be more efficient but not effective. This can slow down many aspects of research and teaching. Need to look at evidence from past centralization in some units - slowed down processes, lost effectiveness, no clear evidence of cost savings.

There are unit specific issues that need to be addressed on site. It is already complicated to manage those nuances. Centralizing will result in even more delays, errors, and frustration for PIs.

Access to timely information and staff that are accountable to those they serve (e.g., researchers) would be reduced.

The relatively personalized service that department and college financial officers have would be lost with a central bureaucracy, and lead to inefficiency in that I would expect to spend more time on tasks. Already the OSRS negatively affects my applying for grants and has caused me to pass up funding opportunities that I would not have done under the research foundation.

My concerns with this centralized services relates specifically to grants and funds disbursements.

It makes sense for these to be as coherent as possible. In some universities, the Chief Financial Officer is the Provost.

There should be a CFO--- however, we need our finance officers in colleges. That would delay work if not.

Is this referring to both financial/business for academic units and research programs? Some research programs have very specific needs for what their business services order and do, and in some cases, need training to order them. This recommendation could create another barrier - which already exists in setting up vendors, subawards, etc. I would hope the goal is to break down barriers but have little confidence that will occur.

Comment on how implementation of this recommendation might affect your rese...

Some amount of centralization could be useful, but it is vitally important that we have personnel embedded in our department who know our department's culture, and that our department and its staff have sufficient autonomy to respond flexibly to our research needs. I'm not convinced that this will happen with centralization.

Each department/agency has a better idea of how to do things "locally" than a large group of folks. Seems like this just adds another layer of stuff that does not work well or at all.

Will not affect my research program.

Again, like advising, the centralization of Business Services in COALS has been a disaster! A better plan is needed and we need to consult the literal boots-on-the-ground about this. Nobody listens to anyone around here.

Centralization. A consultant go-to term. It is NOT a panacea. I have too much experience with that and it is not always the answer. There are too many differences and variables.

It is hard enough now to get things from the business office. Any time they tell me they or I have to contact FMO or the tax office I know that my grant and payments will be delayed at least a month.

if this is done properly there should be little effect

As mentioned, TAMU goes through endless cycles of centralization and decentralization of essential services and processes. We are all sick and tired of the cycling. The current decentralization was designed to address a previous cycle of centralization which saw terrible service by folks entirely disconnected from the idiosyncratic realities on the ground for units. Spare us another round of this, and stick with the decentralized model.

The process for moving any financial transaction forward is currently slow, confusing and redundant. Even with embedded business staff in all units, it is nearly impossible to understand how to accomplish financial tasks, and frequently the process is different if the personnel on duty that day are different. There is no effective means to adjudicate complaints or concerns about transactions that take months to execute, because staff are just 'following the rules'. It is very concerning to imagine that these staff members might become *even* *less* accountable to local units for the completion of any transaction, as proposed in this recommendation. HOWEVER, if the CFO is given the authority to reduce the required paperwork to complete a transaction by 50%, and no unit has the authority to institute new local paperwork requirements, there may be a benefit to be gleaned from this recommendation.

More administration that will suck on the PI's grants.

Administering funded projects requires hiring and retaining excellent business services staff across the university. If centralizing this office would also involve an investment in these positions and in their understanding the culture and needs of their particular stakeholders, then it could work.

every move to centralization in the business functions of my department has made business services less responsive and has made me less productive. past changes have achieved cost savings by having me do more work that previously was performed by staff.

Might not be a major impact if individuals remain situated in their units. However, I am not a fan of this type of reporting structure. I understand the need, but I think it also can erode service. How well can a far-away centralized manager oversee and develop subordinates who are distributed in different units?

I am not in favor of centralization. However if it is going to happen they need to be very aware of and sensitive to the particular needs of unique research programs.

My business services were centralized from a department to multi-department level. They got much worse. It is painstakingly difficult to get staff to find the right funds etc. and it is time-sink for my research. If this is indicative of all centralization then it is a problem. If it's just that my multi-department system is bad, then this general centralization might improve things.

No more centralization.

Comment on how implementation of this recommendation might affect your rese...

This has the potential to be helpful IF AND ONLY IF the same amount of support/ease of access/specialization of staff remains. I worry that this will simply remove essential business support from the department (which would devastate my research program).

The further I am separated from office staff the less they seem to care if my tasks actually get handled.

must ensure auditor that answers to board of regents to avoid corruption, misallocation. can influence new institute construction and reallocation of resources in colleges that impact faculty programs.

This will make running departments harder.

If it improves response time and decreases red tape, I would be all for it, but I fear it may be the opposite. I spend less and less time on research and more and more on required paperwork as the years go by. Only some of that is imposed from outside TAMU.

The university has made the mistake of thinking that they know the work people do in departments from their titles. Business staff are integrated into administrative tasks in many departments. Someone should actually talk to department heads to find out what will be broken and what knowledge exits departments. When combined with college restructuring, expect paralysis in my units if this goes through.

Centralization of funding does represent some benefit, but rapid decision making capacity will certainly be challenged, and too much bureaucracy will be likely to arise. Departments and colleges need the power/autonomy to make decisions best for their stakeholders, while accountability must also be provided for decisions made. So, some mix is useful, but a single office who consolidates power under the President directly will likely threaten academic freedom by choosing which programs to support and others languish if not possibly in line with desired programmatic direction.

This has been shown to be dis-functional at several universities. Each major unit needs its own services!

Again the problem is that

I agree that there are problems but they are AT CENTRAL, not in the smaller units. Our college staff are effective at their jobs and know how to get things done. I don't see how centralizing them will improve slowdowns at central

We have centralized within our college before and this has had a hugely negative impact on financial services.

Unclear exactly what would happen but we need business staff in departments and in college to be able to function and budget.

Again, all colleges are different and this seems like a bad move given that. When our college centralized business services it created havoc for faculty- who in the research area- basically run their own small businesses within the larger college.

Different units have very different "colors of money" and lack of understanding of the minutia will result in loss of research dollars and ability to use the dollars we have effectively.

I am skeptical of TAMU's ability to offer high-quality services through centralized services at scale. There are already problems in purchasing and business services.

Centralization tends to decrease efficiency and increase response time, indirectly having a negative impact on research. Research is inherently diverse. One size does not fit all research. The various government sponsors are proof of this. We don't need to emulate it.

There has been a long history of centralization at TAMU, often to seek control or improve efficiency. Units often resist this because the quality of service suffers. The issue at TAMU if those support units that provide services (finance, facilities, HR, IT...) have to get better.

My research depends on a mix of funding from grants and library operations. I don't think a centralized office would be able to understand how research could be funded in this setting.

Comment on how implementation of this recommendation might affect your rese...

This may add barriers in the facilitation of research related travel and purchasing and add more burden on the PI to manage her research related business services.

total bullshit again

if it improves the bureaucracy yes gif it move the people that make the decisions and do the day to day work away from the people they serve and they do not know them personally any more it will become a slog and definitely affect research programs. but there needs to be improvements in procedures, process and competency, but hopefully not make the system too rigid. as the lack or low levels currently do affect operations of research programs (missing deadlines, spending more money than needed etc)

If it would make research financial management more consistent and efficient I'm for it.

Centralization has destroyed grants and contract processing as well as IT. No more centralization with expensive administrators.

Agencies are too different and distinct to be handled under a centralized location.

In one sense we already have this, but Departments need business people in the Dept as each Dept has specialized needs. Too much centralization will be a disaster and will impact research negatively.

Everything that is currently centralized at TAMU takes 5-6 times as long as our college level services. I would hate if SRS slow service is the model for what will become of our business offices that help me get students onboard and paid and follow up on accounts and research expenditures.

This has already happened in Ag, so would not affect us.

Not sure. My fear is that local customs in colleges and departments will be deemed inappropriate use of funds. Cookie cutters may not be a good idea here. Ask the departmental staff who deal with money. They will have a good idea about the best way to proceed.

University entities have different priorities and goals with respect to fiscal management.

My concern is that this move will inhibit what we have to do to make grant purchases. Already this is a nightmare - having to go through several different processes to purchase items off of grants. Please don't make it worse with more bureaucracy.

I need to retain contact with a single human with whom i have a relationship to manage my research funds

This has not been good for our department. Lost our relationships and customer service. No longer have a building proctor, which is crazy. Lots of repairs are being ignored now.

Recommendation #2 can be done without Recommendation #1. Start with that first, rather than removing decision-making ability from individual programs where it might actually be more efficient.

Centralization will make it much less efficient. There is already too much bureaucracy. Centralization would make it worse.

This is something that could be okay. But track-record of cenralization has not been good.

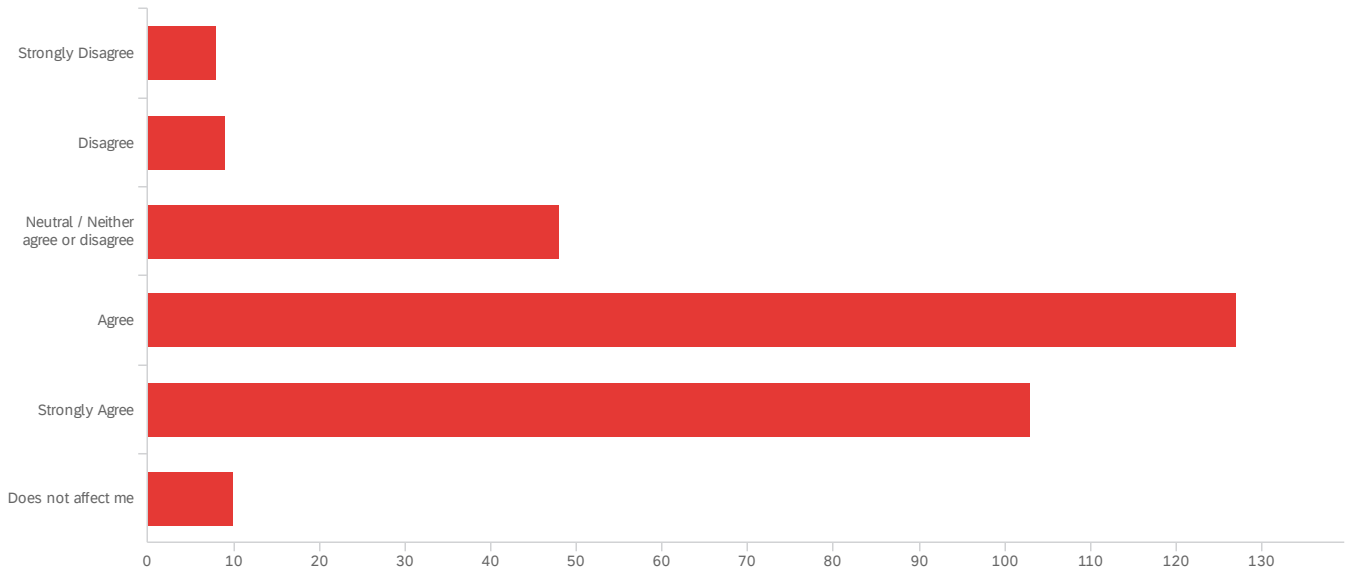
Centralized almost anything assures poor service and no one to blame.

Not all colleges function the same.

Provided it reduces administrative overhead.

Q9.2 - Recommendation #2: Identify inefficiencies within internal workflow processes. Do

you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #2: Identify inefficiencies within internal workflow processes. Do you concur with this recommendation?	22.00	27.00	25.11	0.98	0.97	305

#	Field	Choice Count
22	Strongly Disagree	2.62% 8
23	Disagree	2.95% 9
24	Neutral / Neither agree or disagree	15.74% 48
25	Agree	41.64% 127
26	Strongly Agree	33.77% 103
27	Does not affect me	3.28% 10

305

Showing rows 1 - 7 of 7

Q9.2A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

Of course. This is the IQ test. Organizational Excellence should remove inefficiencies and break-down barriers that cause frustration and poor work moral.

Hammer, meet nail

Great idea, should be driven by faculty and staff, with external professional support that know the current systems best.

Who can argue with the premise? Can this be done in a way that doesn't make things more inefficient?

Who wouldn't agree with this? The devil is in the details. These workflow assessments should be happening routinely, but the assessments themselves are clunky and result in extreme changes (eg Workday) instead of many small improvements that can ease burdens. I fear that these assessments will put more work on faculty. Please avoid this; we already do so very much.

It depends on how "inefficiencies" is defined. Support for the administration of external grant funds often benefits from local and disciplinary knowledge, so this could impede my externally funded research program.

It depends upon how it is implemented. Past experience suggests that internal efficiencies are gained at the expense of the end user's (me) time. Saving time for the cheap labour, while wasting the time of the expensive labour is not efficient.

This is a good idea. Let's focus on how many different software packages does a PI have to learn and use in a week to get their work done. How there is no one to answer the phone and actually provide timely answers to how to use software (you took away all the people in our departments who could help). Often these issues could be solved in a 1-5 minute call with a real person. Let pick software packages that do what they are supposed to do, talk to each other and share information, are user friendly.

Could make reporting and submission simpler. Although I got substantial help this past submission period.

This recommendation could create another barrier - which already exists in setting up vendors, subawards, etc. I would hope the goal is to break down barriers but have little confidence that will occur.

Research is sometimes inefficient. Sometimes we have to think hard for a long time. This is how breakthroughs happen, not be discarding inefficient work (i.e. hard work).

I spent WAY too much time on accounting and funds management. There are numerous rules between TAMU/AgriLife Research/AgriLife Extension that prohibit easy collaboration and functioning. It is a poorly designed and bureaucratic nightmare. Please try to fix this.

Purchasing and contracting issues frequently keep me from efficiently implementing my research grants.

Reducing burden will free up time for research.

Jargon consultant speak.

Removing inefficiencies does not mean centralize!

Comment on how implementation of this recommendation might affect your rese...

The workflows and bureaucracies at this University are some of the worst I've experienced and my employees (researchers and students) have dealt with. There is a serious need to streamline processes like hiring, which typically takes 4-6 months from the point of initiating the process.

Its difficult to understand what this will mean or how this will be carried out from the consultant report. The words alone sound vaguely nefarious, though, don't they?

getting rid of inefficiencies has to help

Excellent idea. From this vague recommendation, it is not possible to determine how this would be accomplished, or what would be done with the inefficiencies that are identified.

How much did the university pay for the audit again?

disagree because this is management-eze. when is this not happening? it is potentially providing cover for implementing wholesale changes by a new administration.

Inevitably, an "efficiency" will be gained by eliminating staff positions and relying on faculty to do more of the work. What they never factor in is that time spend doing this stuff is time not spent writing proposals, writing papers and advising students.

but be careful about unintended consequences with the remedies. WORKDAY is a grand example of what we dont need more of. And the rollout was ridiculous.

?? as opposed to ignoring inefficiencies? What sort of recommendation is this?

It's not clear to me what this means. It is difficult for me to believe TAMU needed an external consult to know to that they should be reducing inefficiencies.

Yes, please

Unless there is a pre-and post-evaluation of this, it is a license to start laying off state employees in very large numbers.

Yes, please! Burn Aggie-buy down.

But do not sacrifice staff / faculty morale or quality of service

COALS has poor processes for rolling out changes, implementating decisions, and engaging with stakeholders,faculty. Review is needed.

I am concerned that improving efficiency merely means pushing more work on to researchers that used to be done by staff. If this continues, it will eventually impact our collective ability to obtain grants, since we have less time to do the research and the writing required to obtain grants.

Why do we still function as three independent universities? No other institution has the structure and it is holding TAMU back.

This will obviously improve overall faculty mood, but increasing efficiency, and possibly reducing the outrageous amount of software/clerical work done rather than being a scholar!

There is such a long list that it is not funny. There is published data that shows that faculty are spending an inrodnate amount of time on tasks that need staff support. I am spending so much time proving that I am doing my work that I dont have time to do my work

Every unit should do this routinely.

Comment on how implementation of this recommendation might affect your rese...

Paralysis through excessive analysis!

This would reduce time and effort burdens.

Absolutely cut out bureaucracy. We lose millions of dollars every year simply because of unnecessary bureaucratic redundancy.

The implied move toward uniformity is the handmaiden of centralization, which as noted above, tends to decrease efficiency and increase response time, indirectly having a negative impact on research. Research is inherently diverse. One size does not fit all research. The various government sponsors are proof of this. We don't need to emulate it.

This means layoffs and would disproportionately impact staff.

This MGT report is clearly the proof we need some check up with internal workflow processes!

Since there is no succession planning for staff at TAMU we are always moving from one financial crisis to the next as we train up new people with new processes and then lose them as they move on to a higher salary elsewhere, especially in Dallas. So having internal stability to create an efficient workflow system would be nice!

too bland a statement to comment on

most of these inefficiencies will be with too much control at higher levels, where decisions cannot be made in a timely fashion

better workflows sounds good as long as it does not make the system rigid and unable to be nimble and flexible if needed.

Would make my research more efficient if they truly were improvements.

But I do not trust them to do this rationally. Just like the original survey is presented without the supporting data, the internal workflow will reflect the "right answer." The inability to hire students in less than 2 weeks or at the actual start of the semester is insane.

There are many paperwork processes that are highly burdensome and time consuming that can ultimately slow down our research endeavors. IF there are processes that can be streamlined, this would be a net benefit at all levels.

Who are you?

Why hasn't this been done before?

The term inefficiencies should be carefully defined prior to implementation. I doubt one size fits all here.

This is so ambiguous that there is no way I can agree or disagree.

We waste a lot of time and energy with bureaucracy, so simplifying things is usually better.

All that I do is fill out paperwork, take training and answer emails. No time left to do my actual job.

We don't do that now?

We are a University, not a company.

Hopefully this would reduce delays in purchasing equipment, especially when it requires competitive bidding.

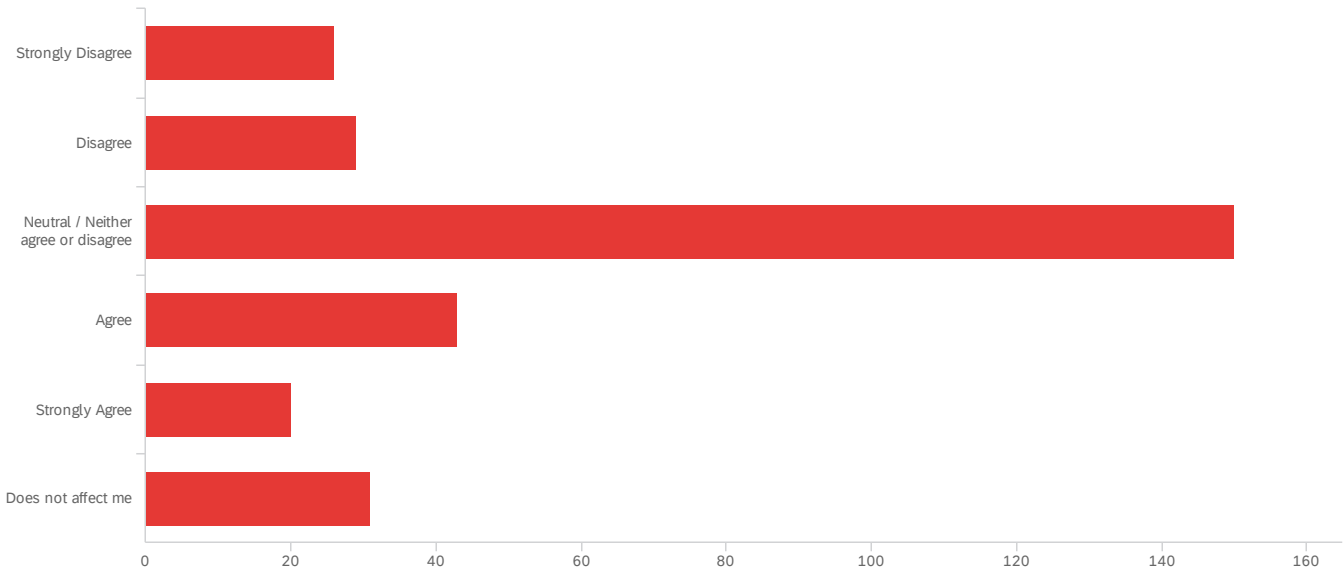
Comment on how implementation of this recommendation might affect your rese...

The layers of bureaucracy are difficult to navigate.

Q9.3 - Recommendation #3: Implement a matrix management structure to leverage

Financial Services by integrating Academic Affairs' Business Services, Data and Research

Services, and Enrollment Management. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #3: Implement a matrix management structure to leverage Financial Services by integrating Academic Affairs' Business Services, Data and Research Services, and Enrollment Management. Do you concur with this recommendation?	22.00	27.00	24.32	1.30	1.69	299

#	Field	Choice Count
22	Strongly Disagree	8.70% 26
23	Disagree	9.70% 29
24	Neutral / Neither agree or disagree	50.17% 150
25	Agree	14.38% 43
26	Strongly Agree	6.69% 20
27	Does not affect me	10.37% 31

299

Showing rows 1 - 7 of 7

Q9.3A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

Having a clear matrix management structure (e.g. reporting, etc..) can serve as example for other programs/services provided

A poorly functioning centralized system fails the whole University, not just a small section. For example, for business systems, the gap between the faculty and the business associates increases the chances of miscommunication and reduces efficiencies. Same for IT and other essential services. What works for one College doesn't necessarily work for others, there is no "one size fits all" system. This is just flawed thinking that centralization is always better.

Better coordination sounds good, but housing it in a Department of Finance may not be the best place for it. The engagement and management needs to be broader than a strictly financial focus.

The description of this is opaque -- I have no idea what it means.

What is a matrix management system?

With no comments on the goals and how the implementation will function, I have serious concerns about how these changes will affect the timeliness and effectiveness of our research proposals and funded grant disbursements.

Should be possible to make this more efficient.

Those need to talk across to each other, but I am not sure if they need to be merged.

Even within Division of research, SRS doesn't know what differences happen pre to post award. IRB has inefficient systems and this has existed for years. I don't know how mixing academics/enrollment with data and research will be more efficient.

That sounds expensive. Ever heard of dimhrs?

Problem with this is that you end up paying for a lot of overhead costs just to pay "managers".

Will not affect my research program.

Matrixed systems rarely work. Its been proven time and time again. Another consultant go-to recommendation that sounds good but doesn't work well in practice. Been there, done that.

Staff having to answer to multiple bosses sounds like that old adage about too many chefs in the kitchen.

I don't have enough information to comment.

question is above my pay grade

How much did the university pay for the audit again?

in the past changes of this sort have degraded my ability to conduct research. It leads me to deal with folks who do no understand the practices and needs of my discipline and specialized research activities

Comment on how implementation of this recommendation might affect your rese...

Not quite sure what is being proposed.

This sounds like it is going to be a disaster. Matrix management? What does that even mean really. Do they use matrices? How about tensor notation too?

This probably does not affect me.

Never heard of one of these where the people working in it thought it was effective or efficient.

I would concur if the proposal includes significant revisions to OSR. Not all outside funding is research funding yet the current approach is crippling.

Enrollment, admissions, dismissal requires certain skills and knowledge which are academically based, not monetary. Too little separation of skills will potentially threaten authority of offices to recruit, admit, or dismiss necessary for overall health, simply for sake of dollars.

All I can say is that no management style will work if you dont have the right people.

Not sure what this means

And lose the benefits that each component currently provides. Appears to be an attempt to save funds instead of an attempt to improve efficiency.

Totally unclear why this would be beneficial.

As above, the implied move toward uniformity is the handmaiden of centralization, which as noted above, tends to decrease efficiency and increase response time, indirectly having a negative impact on research. Research is inherently diverse. One size does not fit all research. The various government sponsors are proof of this. We don't need to emulate it.

this is all jargon. who in the admin has experience doing anything like this and succeeding?

Greatly slows things down with hiring new personnel into the lab

Matrix management structures create very unclear roles, multiple reporting structures for single individuals, and can easily result in overworked people or people abusing the system. I don't mind integrating these services, but a matrix management structure is about as ludicrous as the idea of "Hyflex" teaching models in student-centered classrooms.

There has been a long history of centralization at TAMU, often to seek control or improve efficiency. Units often resist this because the quality of service suffers. The issue at TAMU if those support units that provide services (finance, facilities, HR, IT...) have to get better.

too bland a statement to comment on

more centralization and burocracy/

efficiency of communication should result in improvement

Not sure of details but if it would make research more efficient I'm for it.

Overly centralized

Again, these are very different things their integration could prove disastrous

Just reading the recommendation gives me a headache. Matrix leverage by integrating what?

Comment on how implementation of this recommendation might affect your rese...

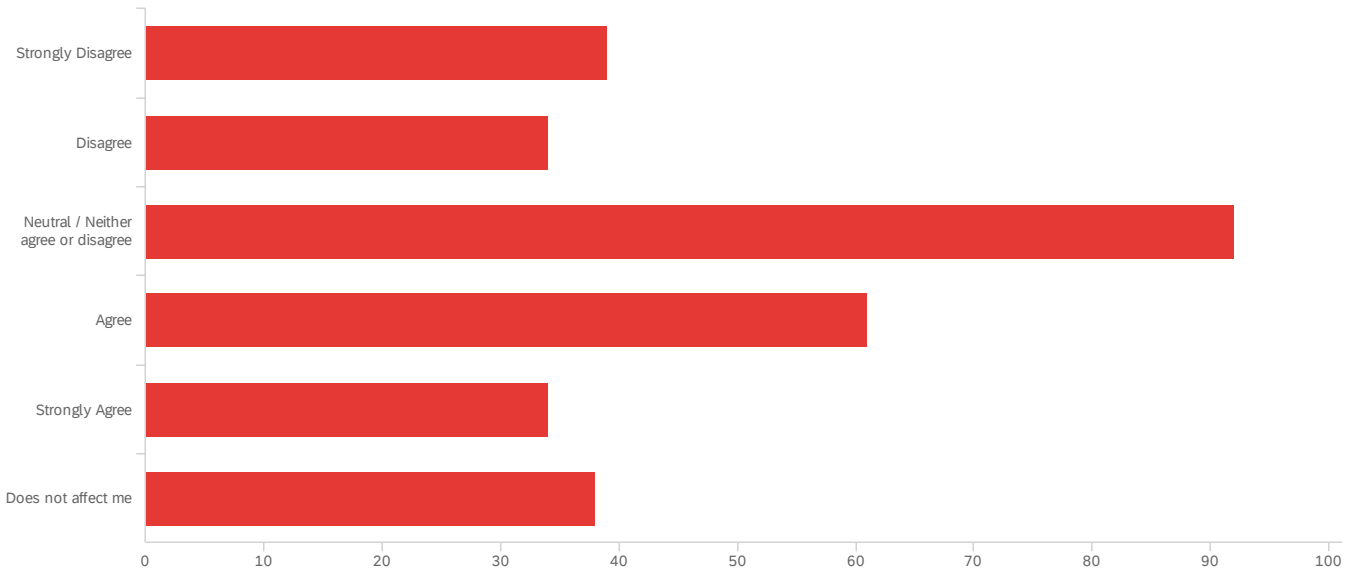
Business babble

Nightmare scenario

Centralization will make it much less efficient. There is already too much bureaucracy. Centralization would make it worse.

This is a horrible idea, look at COALS a year out.

Q9.4 - Recommendation #4: Establish a new centralized system and processes for shared oversight of endowment funded expenditures and stewardship-related activities with the Texas A&M Foundation. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #4: Establish a new centralized system and processes for shared oversight of endowment funded expenditures and stewardship-related activities with the Texas A&M Foundation. Do you concur with this recommendation?	22.00	27.00	24.44	1.50	2.25	298

#	Field	Choice Count
22	Strongly Disagree	13.09% 39
23	Disagree	11.41% 34
24	Neutral / Neither agree or disagree	30.87% 92
25	Agree	20.47% 61
26	Strongly Agree	11.41% 34
27	Does not affect me	12.75% 38

298

Showing rows 1 - 7 of 7

Q9.4A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

I don't understand this.

What we have isn't broken.

This recommendation may infringe local efforts to secure support in counties and other regions where TAMU is represented in the various Agencies. Inside the Brazos county the options to secure new sources of large donors to support through a centralized system is favorable

A poorly functioning centralized system fails the whole University, not just a small section. For example, for business systems, the gap between the faculty and the business associates increases the chances of miscommunication and reduces efficiencies. Same for IT and other essential services. What works for one College doesn't necessarily work for others, there is no "one size fits all" system. This is just flawed thinking that centralization is always better.

Endowment are mostly negotiated at the department or college level. Do not centralize these. Research will progress when faculty work with donors to find common desires. Any centralized administration may destroy these personal connections and the flexibility they have.

Previously, donor funds have ended up in other hands than those intended due to lack of specificity/awareness by the donor. This could be prevented by a strong system of oversight and donor follow-up.

This sounds like it could be a good idea, but if "The Foundation is recognized for being best-in-class," be careful not to screw it up.

Holding the Foundation more accountable would be extremely valuable. I co-run an endowed facility, and we have been asking questions about our endowment funds for years that go unanswered because the Foundation feels that they do not need to answer. This cannot continue. It likely deters donors (which it should!), and it certainly deters me from seeking donor support for future research-building enterprises, just so that I don't have to work with the Foundation anymore.

Unclear what this means or why it is needed.

Would this not take stewardship of these funds out of the special interest areas intended by the donors and put spending in the hands of fewer people with more bureaucracy? Seems like it would lead to a narrowed scope of use of the funds over time that would depend on interests of the centralized oversight and may not represent the diverse needs currently funded through endowments.

I don't understand what problem this is intended to solve. It is quite clear what types of expenditures are permitted and which are not and I have never heard of anything problematic in this domain. It could impact the research programs of endowed professors if new processes are more time-consuming than those currently in place, already more elaborate (forms for every receipt, including signing off on the fact that no alcohol was involved in the purchase of a book or software) than those in place many other tier 1 flagship public research universities in the United States.

This sounds like another level of micromanagement. These types are funds are all different and a one-size-fits-all approach is not going to be flexible enough. What is the problem you are trying to fix?

Good to think about the overall coherence.

All of these things sound like President Banks just want to consolidate power for herself.

It is apparent that some entities would receive more support, attention and resources than others. This can be a subjective enterprise, and it will prove detrimental to some departments and programs that do not have the same level of support from upper administration.

Comment on how implementation of this recommendation might affect your rese...

Leave the Foundation to do its job.

Another enlargement of the bureaucracy.

TAMU foundation should remain independent.

I KNOW that in COALS, there is a lot of fishy-fishy dealings when it comes to endowments and how these funds are moved around or spent on things that were not the intention of the donor. Too much "interpretation" to fit the needs of a dictator-style dean in Agriculture.

Foundation needs to stay independent.

Is there a real problem here? Is something not working?

I fear that gifts given to specific departments or Colleges will be subsumed and redistributed if the language of the gift is not water tight, even if the intent of the gift is clearly for a specific College/Department... As long as treatment of the endowments are followed in the spirit of the giver, then I am ok with this.

This is an opaque system and the University is missing the opportunity for students and faculty to help with development.

the Foundation impedes our ability to fund raise and i do not want them having more power than they already do. it can only hurt us.

This one sounds really difficult to pull off.

I don't have enough information to comment.

would be helpful if this can direct more Foundation monies in support of research

The disconnect and lack of data-sharing between TAMUF and TAMU is a hindrance to fund-raising and donor management. Because my research is multi-institutional, I have the luxury of choosing to have interested parties make donations in support of my research program to alternate institutions. That is what I currently do to avoid the difficulty of interactions with TAMUF.

How much did the university pay for the audit again?

This would very much affect my decision making power and my research program.

This sounds like an end-around by the President to control all this money.

This does not affect me.

Changes to how endowments are handled give me some pause as to how the university will look to donors. It seems like some things that have happened around here are designed to help administrators capture money from accounts of now-deceased donors that are not for the intended purposes of the gifts from those donors. Seems like breach of contract type behavior and could damage TAMU reputation in the long run (even if legal). If university wants to change how gifts happen in the future, so be it. Not honoring old agreements seems wrong though. Even if no one is around anymore to complain.

Units should have control of their endowments as the funds were given to them.

No one knows how this money is spent but everyone seems unhappy

Centralization of grant management before has led to more problems than benefit!

Comment on how implementation of this recommendation might affect your rese...

Seems to represent more bureaucratic red take than anything else. The university and its agencies should stop trying to control endowed funds and instead work to build better relationships with those who were responsible for providing all or part of the funding in the first place.

again, unclear implications.

The colleges know how to handle this and don't need more oversight.

The Texas A&M Foundation has an undeserved reputation for effectiveness. Their ambition appears to be raising more funds so they can build more fancy buildings for themselves. Their tracking of former students is actually appalling.

The Foundation seems to allocate resources to those most effective at raising funds - which means those of us with less experience never get a chance to learn from the best and get up to speed. So we need help not only tracking expenditures of the puny money we have, but actually raising more money.

The oversight of endowment expenditures is a wonderful idea and sorely needed.

Not sure it would impact my research.

Sounds like a cash grab...

I feel this will limit researchers ability to work with the Foundation to develop private donations for research or other activities. It seems that TAMU will decide who gets what.

Leave colleges alone. An endowed chair funded by non-state money will not fit into your cookie cutter system.

ditto

Sounds like a good idea. There was a move in our college to take all endowment over \$100,000 back to college, which in my opinion is NOT the right thing to do.

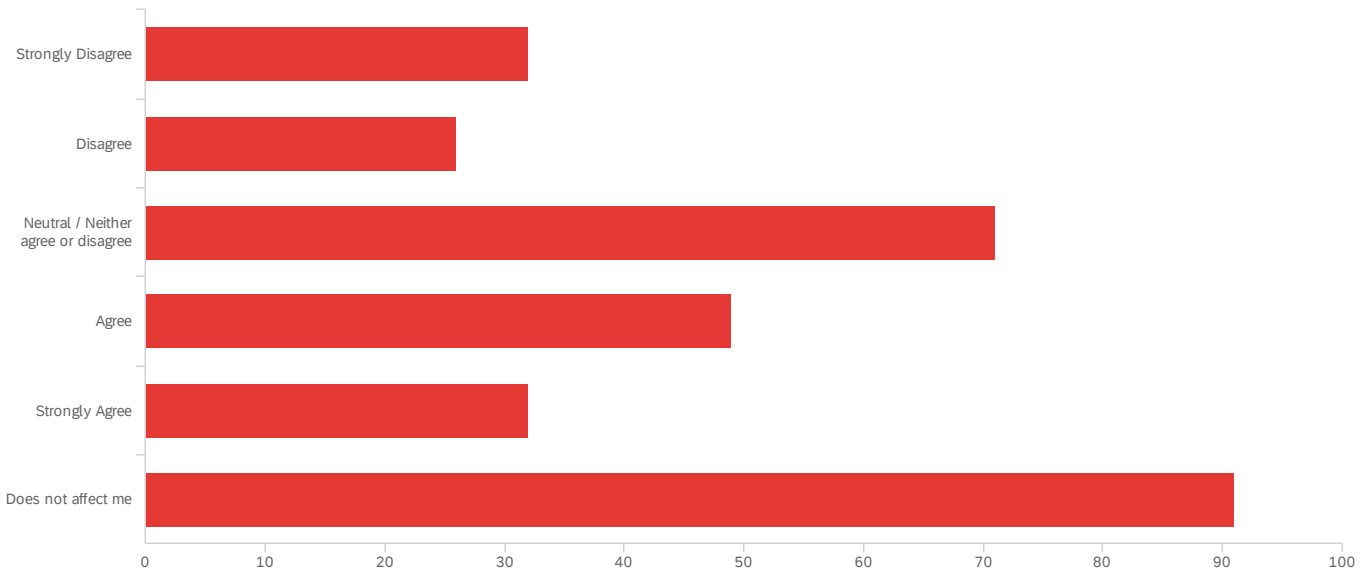
Given that I also manage several endowment accounts (in addition to research accounts), anything that helps streamline this system will help. For example, give the individual responsible for the endowment account the ability to see the balances and income of the account at the Foundation (currently, only a Foundation development officer, or my lead business officer in my department can see this information).

Centralization will make it much less efficient. There is already too much bureaucracy. Centralization would make it worse.

Sounds like more red tape and more administrators that do not contribute to the core mission.

Seems like lots of variation in rules and implementation under the current system.

Q9.5 - Recommendation #5: Shift the research administrative management of Veterinary Medicine and Biomedical Sciences research grants and facilities to AgriLife exclusively rather than the current duplicative system including both AgriLife and TAMU. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #5: Shift the research administrative management of Veterinary Medicine and Biomedical Sciences research grants and facilities to AgriLife exclusively rather than the current duplicative system including both AgriLife and TAMU. Do you concur with this recommendation?	22.00	27.00	24.98	1.69	2.85	301

#	Field	Choice Count
22	Strongly Disagree	10.63% 32
23	Disagree	8.64% 26
24	Neutral / Neither agree or disagree	23.59% 71
25	Agree	16.28% 49
26	Strongly Agree	10.63% 32
27	Does not affect me	30.23% 91

Showing rows 1 - 7 of 7

Q9.5A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

This is contrary to the logic for centralization presented for numerous other academic, business, and administrative entities.

I work with the VetMed school on several projects and I would worry that my interests would not be fairly represented were TAMU to step off.

More efficiency and transparency

There is no protection in this model from the draconian practices currently being implemented by AgriLife Research. The faculty should have the option to administer grants from the agency that offers us the best return on our investments. The flow of IDC and salary savings to the investigator is very important component of how we operate. It is also an incredibly valuable recruitment and retention tool, since many of our "peer institutions" have very different rules. Investigators need freedom to operate.

I don't know enough about this to comment. "Unsure" would be a better characterization than Neutral. Generally for researchers, being able to choose which entity oversees their research grants provides flexibility and may even allow for more pursuit of different opportunities.

There are multiple cases of interdisciplinary efforts where having PIs on grants from these two units makes funds management more complicated. NIH treats the two units independently, for example, until recently the total NIH research dollars routed through Agrilife were low enough that the R15 mechanism could be used, whereas TAMU had exceeded the cap. Also, how would this affect investigators who are part of interdisciplinary units (such as the interdisciplinary faculty of Toxicology or Genetics)? For example if the program holds a P30 through TAMU, would faculty in Agrilife be able to compete for sub-award funding?

So now these researchers would have to use AgriLife services instead of having access to TAMU resources? You would be overtaxing the already insufficient services provided by AgriLife. That's too bad.

I feel that this has not included the Veterinary Medicine input sufficiently and how these changes will impact their work.

The entire Division of Research for all faculty PIs regardless of unit needs to be looked at and explored. TAMU was robbed to have the Division of Research overlooked and not included with a SWOT analysis my undergraduates could have written up.

AgriLife is extremely disorganized. Any department/college merging to AgriLife won't be happy.

Will not affect my research program.

Seems logical, aside from the poor leadership and aggressive tactics of the current Agriculture dean. Change leadership in COALS and TAMU will be surprised at how few issues we really have.

Why here do we need a separate office in Agrilife while engineering and everyone else who used to have separate moved to SRS 10 years ago. Centralizing seems to be a theme of the report so why not here?

This is a no brainer.

no effect but big effect for others

It is confusing and wasteful that there are two *competing* organizations through which CVMBs researchers may govern sponsored research. I support the reduction to a single unit. However, before it is determined that the single unit should be Agri-Life, a more detailed investigation of the profiles, portfolios, and efficiency of the two units, including input from end-users of both units, should be obtained.

Comment on how implementation of this recommendation might affect your rese...

How much did the university pay for the audit again?

Will this make it harder for collaborative research with faculty from other colleagues that run their grants through TAMU???

sounds like a power grab by Agrilife, which just coincidentally, is also under the auspices of the Chancellor.

This does not affect me.

Will be difficult to implement under Dr. Stover's leadership.

This will harm research activities, resources, and success of Vetmed PIs. This could have a negative impact on grant success. Likely will damage access to central resources. Vet Med BMS needs to remain on its own - with its health mission separate from Agrilife. It seems that the MGT reviewers didn't understand the difference between TAMU colleges and AgriLife agencies.

This means taking all the IDC away from the VPR and giving to the Agrilife dean right? The VPR office provides research services to VetMed and Agrilife both, so those funds should stay where they are. Somebody has to pay for research compliance and biosafety.

Many of these recommendations appear to favor dividing the spoils among the three vice-chancellor programs (health, engineering, vestiges of agriculture). This one favors AgriLife.

Agrilife is understaffed as is. Both can use both services now.

Agrilife does not have all of the compliance elements we need. For example, Agrilife does not have IACUC oversight of CVMBS research TAMU does, Agrilife does not have IRB compliance, TAMU does. Most grant funding in the CVMBS is through the NIH, DOD, and other federal agencies. We need the assistance of the animal welfare office and IRB officers to help us. Agrilife does not have these components. Finally, the current director of Agrilife, Dr. Stover, has not been supportive of CVMBS faculty.

Agrilife Grants administration has high turnover of project managers and they often do not know the guidelines for federal grants. Expansion could stretch resources if personnel office is not expanded. Need to ensure mistakes by the office are not expanded with changes

AgriLife has been destroyed by the current administration - Not sure that they need additional units to mismanage

To propose that all funding for the CVMBS should funnel through AgriLife would harm the researchers in the college who do not do research on small and large animal medicine and instead focus on basic and translational science. While there is likely some need for evaluating processes, AgriLife does not have same understanding of those funding agencies and research needs.

There should be one research system, not three!!!

Redundancy unnecessarily is not good, but this redundancy already exists for AgriLife itself alongside SRS. if this is to be changed for sake of CVM, why not AgriLife/COALS too? This will assist the ease of grant submission and preparation with SRS, assisting my program, but what's good for the goose should also be good for the gander.

Some research is better aligned with TAMU for commercialization instead of Agrilife

I have not had good experiences with grant management by AgriLife.

Seems like some weird way to build up Agri Life into a "real" academic unit.

SRS is much better than Agrilife. This would be awful for investigators used to SRS support- I'm sure ag would love it- more \$\$ on their books- but its a blatantly transparent move to do that.

Comment on how implementation of this recommendation might affect your rese...

Looks like a power grab by the VP of AgriLife

It is still a misery to me why there are 2 systems but the reasoning for and against are not well explained either so this could majorly affect my research program. but The reasoning in the report eludes me regarding managing research facilities. but it also affects some of the money that comes back to faculty and hence our research programs

Would not impact my research - but might for faculty in those units.

This may impact research in Vet Med in way that I do not appreciate.

The recommendation is not artful.

It depends on the PI - some collaborate more extensively with one entity or the other.

This will make writing grants so much easier. And I won't have to treat my colleagues in AgriLife as subcontractors!

Why should AgriLife have to handle grants for another college?

AgriLife management/adminstration needs to improve significantly before this is even reconsidered.

We need flexibility here

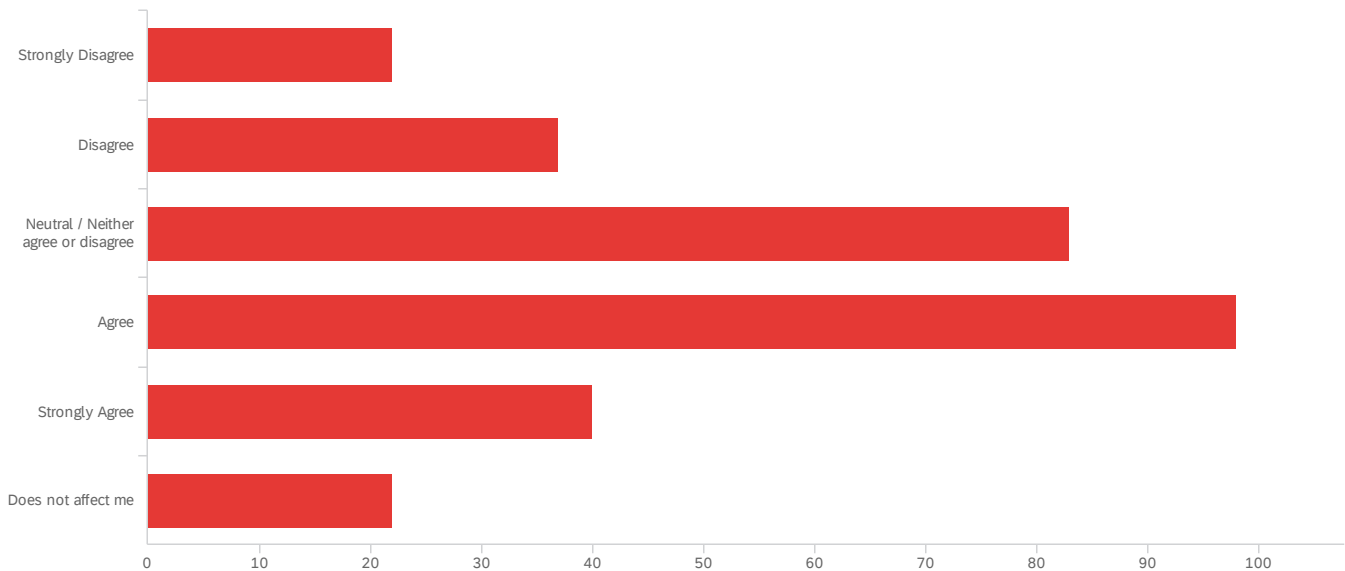
100% agree, perhaps the best idea in the whole report.

Q10. Section VIII. Human
Resources and Organizational
Effectiveness

Q10.1 - Recommendation #1: Reorganize Human Resources and Organizational

Effectiveness and implement a one-stop human resources center. Do you concur with this

recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #1: Reorganize Human Resources and Organizational Effectiveness and implement a one-stop human resources center. Do you concur with this recommendation?	22.00	27.00	24.54	1.28	1.63	302

#	Field	Choice Count
22	Strongly Disagree	7.28% 22
23	Disagree	12.25% 37
24	Neutral / Neither agree or disagree	27.48% 83
25	Agree	32.45% 98
26	Strongly Agree	13.25% 40
27	Does not affect me	7.28% 22

302

Showing rows 1 - 7 of 7

Q10.1A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

The current PATS system in Engineering is a disaster of an attempt to centralize. Everything ran far smoother before this "new initiative" when faculty had a relationship with the HR and it was easier to on-board and re-new grad appointments.

Efficiency, transparency, responsive, common and uniform strategies

What works for one College doesn't necessarily work for others, there is no "one size fits all" system. This is just flawed thinking that centralization is always better.

The lack of effectiveness at Texas A&M University is to support international students and faculty. The report does not discuss how ISS are ISFS offices going to be in the centralized model. They are understaffed compared to the size of international students and faculty.

I don't know enough about this to comment. "Unsure" would be a better characterization than Neutral.

HR has been very difficult for me to navigate at TAMU. I find it ineffective at meeting my needs. Perhaps a reorganization will help.

Likely to create more delays and errors due to misunderstanding unit or department level needs.

HR processes for research are so very different than they are for regular staff hires. This recommendation would be particularly hard for projects that rely on volunteers, affiliates, and other non-employees who need to undergo HR processes for their roles on research projects.

Pulling the HR person out of departments as done in AgriLife means that you have less personal attention and less personalized service. What is the advantage? Is the goal to have fewer HR people in support functions?

HR is kind of a maze at the moment.

Our 100% embedded HR staff are critical to manage challenges with central HR. Although the concerns raised in the MGT report are valid, I am concerned that centralization proposed into an area that seems to be quite challenged with their current functions would be highly counterproductive.

Putting faculty affairs under an HR umbrella is likely to stifle our ability to manage research talent. The things that work best in recruiting, retaining, and managing researchers are in my experience pretty much at a 90-degree angle to most of what I've seen from modern HR practices, which are overly bureaucratic and hidebound. These functions should mainly be left to departments with as little interference from above as possible (some rules, etc. are of course necessary!).

Each department needs to remain independent.

It is often unclear how to tell people to apply. This needs to include AgriLife and other entities or at least clear links to those systems.

I like having a dedicated HR rep to help me with hiring and such -- it really helps when a person can get to know your unique needs.

may potentially affect hiring

Again, consultant based centralization recommendation. Too many differences and variables. Again, no one size fits all.

Comment on how implementation of this recommendation might affect your rese...

Hiring student workers is going to become more complicated and burdensome. That denies students a research opportunity they need and also makes it harder to do my work.

Every time I've needed to hire a student to work on a research project, the hiring process has been delayed due to communication between different people who I assume work for different units right now. This results in unnecessary delays to getting the work done and eliminated positions I could have offered. If putting all the hiring and onboarding resources in one place can prevent these problems, it would help my research program.

HR needs an overhaul. But I can't tell if what is proposed will be an improvement

I spend a great deal of time on human resource issues, and need to have a contact with the specific knowledge for the various types of positions that exist - and these are different for different disciplines. Centralizing these services will create new inefficiencies. The way HR currently works for benefits (or doesn't work) is a great example of when a system is so large it doesn't work at all. No one ever knows to whom to turn with a question, everything is automated, and many people at this university do not get appropriate health care as a result. One stop human resources will hurt everyone. Faculty affairs are very different than other HR issues. This needs to remain separate from HR.

seems like it couldn't hurt; I am very UNIMPRESSED with HR

How much did the university pay for the audit again?

Right now central HR is not very efficient or helpful. The only thing that makes it survivable is the HR rep that knows you and cares about you that is in your department. These people need to stay in the departments.

Every time I have been affected by a "one-stop shopping" plan, it is a disaster. It is like going to the hardware store and being tended by someone who works at Dillards.

This does not affect me.

This will make it harder to recruit and hire post-docs and staff.

Already been done.

If it is done well sounds good. It can go poorly and I hope we plan carefully if that is the case.

I think each college needs HR to address the culture of that college. But HR may need to report to central organization HR rather than to the Directors/deans.

I am concerned again that this will create yet more red tape and increase response time. Currently it is hard to get anything done in a timely fashion that goes through any central office on campus. This leads to more work and stress for PIs in tracking things down.

Dont know what this will do. THe devil is in the details

Our HR person has no reason to be in our college, no specific advocacy role that is college specific as far as I see

Centralization of this has led to many inefficiencies.

HR should be handled at the college level and not at a higher level, if the goal is to provided strongly linkage and service within each college.

Could be helpful if central actually does the work and business staff & payroll are retained in departments.

Human resources are already a mess. Can't ever get a hold of someone there- and as a PI who hires and fires, this is very frustrating. Centralizing this isn't going to improve that. Fix it first.

Comment on how implementation of this recommendation might affect your rese...

I am skeptical of TAMU's ability to offer high-quality services through centralized services at scale.

We should get faculty members from industrial engineering and the Texas A&M Institute of Data Science involved to carry out internal research on the effectiveness of the units.

The implied move toward uniformity is the handmaiden of centralization, which as noted above, tends to decrease efficiency and increase response time, indirectly having a negative impact on research. Research and the organizational structures that perform the research are inherently diverse. One size does not fit all research. The various government sponsors are proof of this. We don't need to emulate it.

the bureaucracy will be out of control.

You need to have someone in house, any customer service that is centralizes is ALWAYS worse than in house, regardless of the sector

Staffing for professional programs including our clinics requires a parallel but separate staffing structure. Dental technicians and lab technicians are not the same thing and yet we have to use non-clinical staff positions to somehow justify the job description and then beg to be able to pay what the going rate is for a dental technician rather than a regular lab technician. This one size fits all HR structure is broken and desperately needs fixing.

HR problems and lack of information has wasted a lot of my time and that of my colleagues. Mistakes have been made with regard to payroll, retirement contributions, etc. and it has been a nightmare to get things fixed. In one instance, it required 8 months to get a problem fixed. This has cost faculty both time and money in lost retirement contributions or excessive taxes.

There has been a long history of centralization at TAMU, often to seek control or improve efficiency. Units often resist this because the quality of service suffers. The issue at TAMU if those support units that provide services (finance, facilities, HR, IT..) have to get better.

Its important that a graduate student employment component be added to ensure consistent policies and practices.

if this means that there is accountability, quick response, real knowledge and flexibility in the approach to hiring and working with PI's in hiring students, Post docs and staff that would be excellent. and really help our research programs , IF!

Would likely make research personnel hiring more efficient.

Centralization is not effective in this regard.

This could help with hiring of research staff/post-docs if it helps the processes go faster. However, I can also see downsides to centralization particularly if staffing levels are cut.

I worry that this will slow down on boarding of students and staff.

Agrilife already did this, so I will not be affected.

Icky idea.

it won't help

Lack of local HR would be a huge burden for the departments.

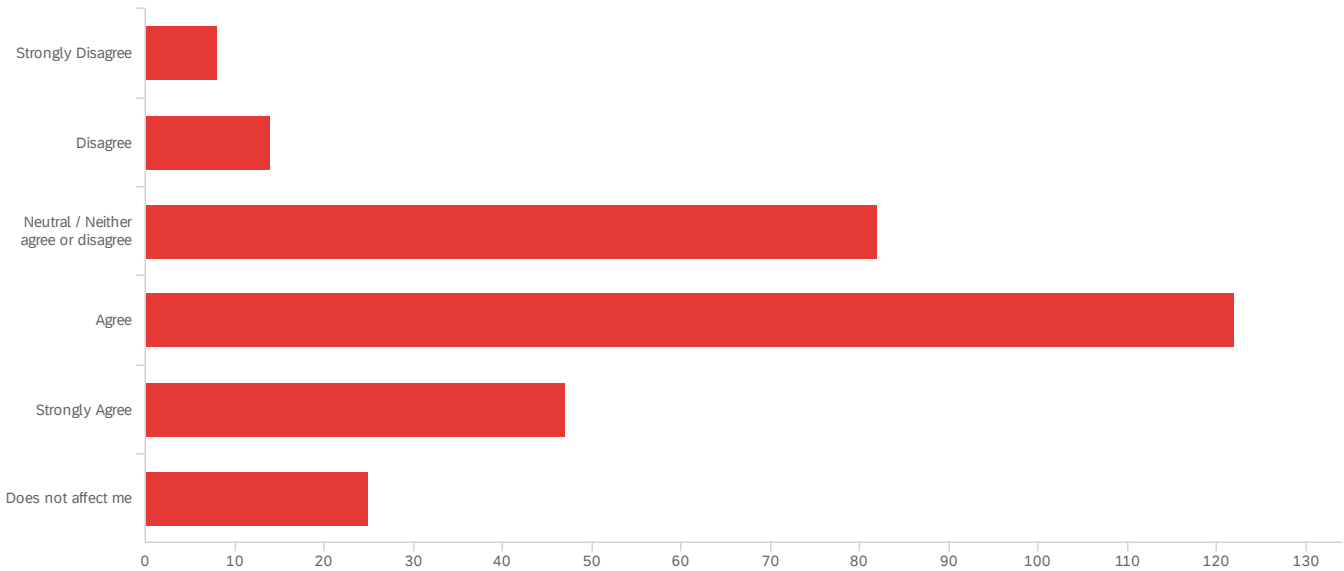
This could be good is done well. There must be a mechanism in place to guarantee accountability to stakeholders beyond the president's office (i.e., to colleges, departments, labs, PIs...).

Centralized almost anything assures poor service and no one to blame.

Comment on how implementation of this recommendation might affect your rese...

This type of centralization invariably results in having 'local' experts and eventually duplication of services

Q10.2 - Recommendation #2: Provide cross-training for employees. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #2: Provide cross-training for employees. Do you concur with this recommendation?	22.00	27.00	24.88	1.09	1.18	298

#	Field	Choice Count
22	Strongly Disagree	2.68% 8
23	Disagree	4.70% 14
24	Neutral / Neither agree or disagree	27.52% 82
25	Agree	40.94% 122
26	Strongly Agree	15.77% 47
27	Does not affect me	8.39% 25

298

Showing rows 1 - 7 of 7

Q10.2A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

see above

This would help with last minute unavoidable situations

This is always a good idea, for research or any other enterprise.

This is likely to be formalistic and breed time-wasting training assignments.

Hiring GARs has been a challenge in the past. I think cross-training could help alleviate this difficulty.

I don't know enough about this to comment. "Unsure" would be a better characterization than Neutral.

Cross-training employees makes sense for peak times, as long as it's not at the expense of any employees (no layoffs), doesn't expect those employees to do more than one job for the pay of a single job, and doesn't reduce specialization in the primary positions.

This sounds like a rationale for not hiring enough people to manage current operations. Ok in itself, but if we were appropriately staffed it would not be necessary.

So vague

Why, exactly? Who makes the decision on who receives this training and why?

These "trainings" are mostly laughable and only take our valuable time.

Will not affect my research program.

For what?

this sounds like an excuse to squeeze more out of fewer employees. consider instead hiring an appropriate number of employees for needed tasks.

Sometimes we need to have things approved quickly. If personnel are cross-trained, this would mean that we do not have to wait until a particular person returns to the office from wherever they have been.

helps

How much did the university pay for the audit again?

helps systems function better when folks are sick or on leave; promotes understanding of university operations

What the heck is cross-training? It sounds new age. Maybe we need inter-training or better trans-training. What sort of recommendation is this?

This may affect me, I don't know if it will be positive or negative.

Comment on how implementation of this recommendation might affect your rese...

Need better leadership training.

Layoff bait.

cross-training = duplication of efforts without compensation to the employees.

Great idea, impossible to implement.

cross training can be both a benefit and a drag to a system. Sometimes too many people who can do the same job, reduced ownership in their work.

who would not support this?

I am

Too vague! Depends on what is being envisaged, the objectives entailed in making the recommended change, and how the the cross-training would be carried out. I fear that we could end up with umpteen more train track models required untold extra hours of work for every one.

WITHOUT affecting department/college staff.

Agree to a limited extent. Maybe just hire more support staff. We have over efficiencied ourselves on support staff into making faculty inefficient.

Too general to comment on. Depends on how it is interpreted and implemented.

the TAMU recruiting pool is not suited for this. this may work in some cities, but not in the BCS area.

We will have less fear that a calamitous loss of a single person will result in disaster while we try hire and train up a new person. Cross-training also provides pathways to advancement especially for staff. Something we badly need.

Depends on what kind of cross-training...

This could help, but current HR classifications would not support this idea.

always a good idea, but it takes a long time for folks to be expert in multiple things. really you just have to pay them better so they stick around.

cross training means? In academic subjects? Vague, very vague

This is a generic recommendation that all consulting reports must have....must be some type of requirement in a consultant handbook somewhere.

Sounds great, but I think that everyone is overworked already and won't have time for this additional task.

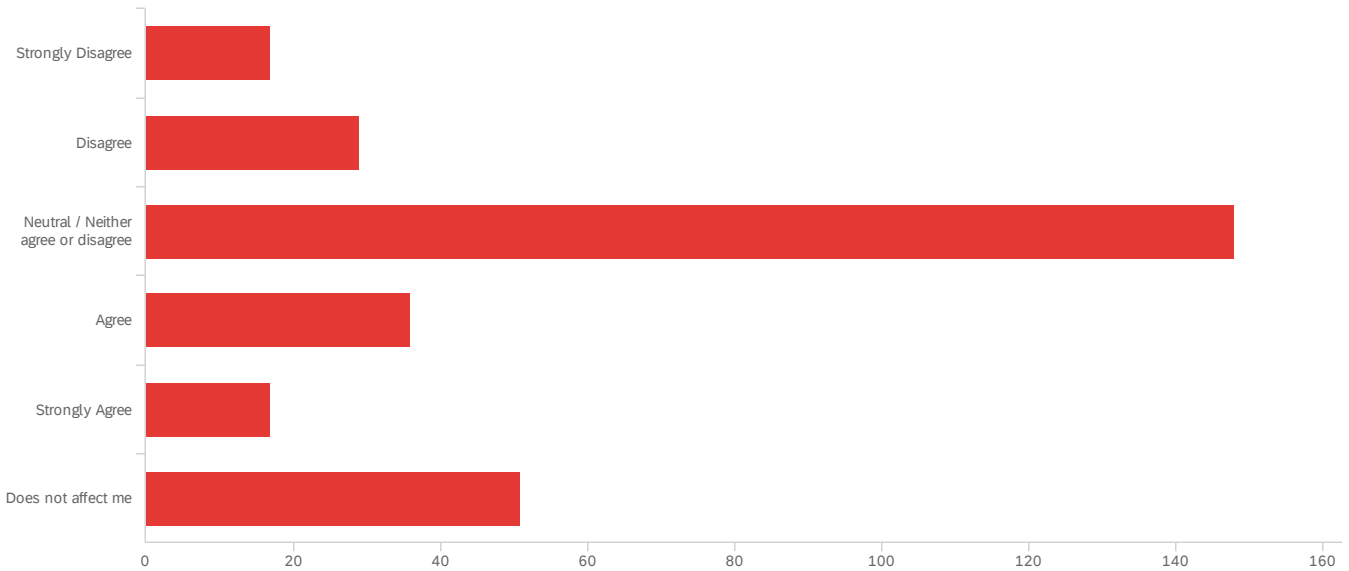
Voluntary only

This may sound like a good idea; but it may distract people more in reality.

Unclear what this means

Please be specific about the nature of cross-training

Q10.3 - Recommendation #3: Eliminate the Human Resources Liaison Network. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #3: Eliminate the Human Resources Liaison Network. Do you concur with this recommendation?	22.00	27.00	24.54	1.39	1.93	298

#	Field	Choice Count
22	Strongly Disagree	5.70% 17
23	Disagree	9.73% 29
24	Neutral / Neither agree or disagree	49.66% 148
25	Agree	12.08% 36
26	Strongly Agree	5.70% 17
27	Does not affect me	17.11% 51

298

Showing rows 1 - 7 of 7

Q10.3A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

I don't know what this is.

Every College and Department should have someone they know to turn to when they need help. Not just some name on a list at some other place on campus.

It is related to my previous comments. HR liaison network is not working effectively for international employees (both students and faculty). I hope the centralized model includes a number of specialized HR personnel who are dedicated to supporting international employees.

I don't know enough about this to comment. "Unsure" would be a better characterization than Neutral.

The problem with the HR Liaison network is not the decentralized administrative structure; the problem is with the talent and training of these individuals. So, moving them to a centralized structure does not solve the problem. They need more training, and actually having them respond to individual units actually makes them more understanding of our individual needs. Could another organization work better? Possibly. However, no other system was proposed, and simply centralizing them with no evidence that the new centralized structure would be any improvement was unconvincing.

Although it is true that HR liaisons are sometimes overburdened, having that expertise at the local level is crucial to maintain compliance and effectiveness.

This would be particularly hard on researchers who rely on an HR Liaison for research related personnel actions (e.g., processing volunteers, student research assistants/volunteers, visiting scholars, etc.).

Don't know what this implies.

Our HR liaison team is the only the way we are handling HR related tasks efficiently enough to meet our award requirements. A centralized system with the current central HR causes me great concern.

I have never even heard of this network.

The Liaison Network is the only part of HR that works well!

Having a dedicated liaison who understands your unique needs is so helpful. Getting lost in a vast administrative structure when you want to do something like hire someone sounds painful.

There is a risk that centralized human resources would be less cognizant of individual PI needs in hiring personnel such as postdocs for positions, which have different requirements among different fields.

Will not affect my research program.

My HR Liaison does lots of other things in addition to helping hire student workers for me. I do not want her to be anywhere except my department!

I don't know what this is about

How much did the university pay for the audit again?

Comment on how implementation of this recommendation might affect your rese...

Right now central HR is not very efficient or helpful. The only thing that makes it survivable is the HR rep that knows you and cares about you that is in your department. These people need to stay in the departments. The HR liaison is also the person who does all the paperwork for visas for new employees, and the SVS forms for visitors. This person needs to stay where she is!!!!

As probably 99% of us will answer, I did not know we had a Human Resources Liaison Network. Maybe they are doing a great job. I have no information.

This does not affect my research.

Never heard of it.

Human Resources Liaisons are the best conduit for bringing an understanding of HR processes to the faculty and staff who don't have time to work their way through a large and generic HR system. Eliminating them at the department level will lead to inefficiencies and more frustration.

I can see how this could be more efficient, but I am again concerned that it will lead to decreased response time and increased stress for PIs who need to go through HR for something. If better customer service and timely response could be guaranteed, this would be good.

WITHOUT taking current liaisons (who are actually department business staff) to the central HR location. Our staff have been overburdened by HR requirements - we would like them back to work on business issues we need them to do.

If it is provided without extra cost, why shouldn't we keep it?

I think having local HR people that know the units in person and are on site is a good thing. and should in theory be efficient in providing timely and knowledgeable series in the current from that does not seem to work but I think that has more to do with training and talent. than centralization or not.

Not sure what that is.

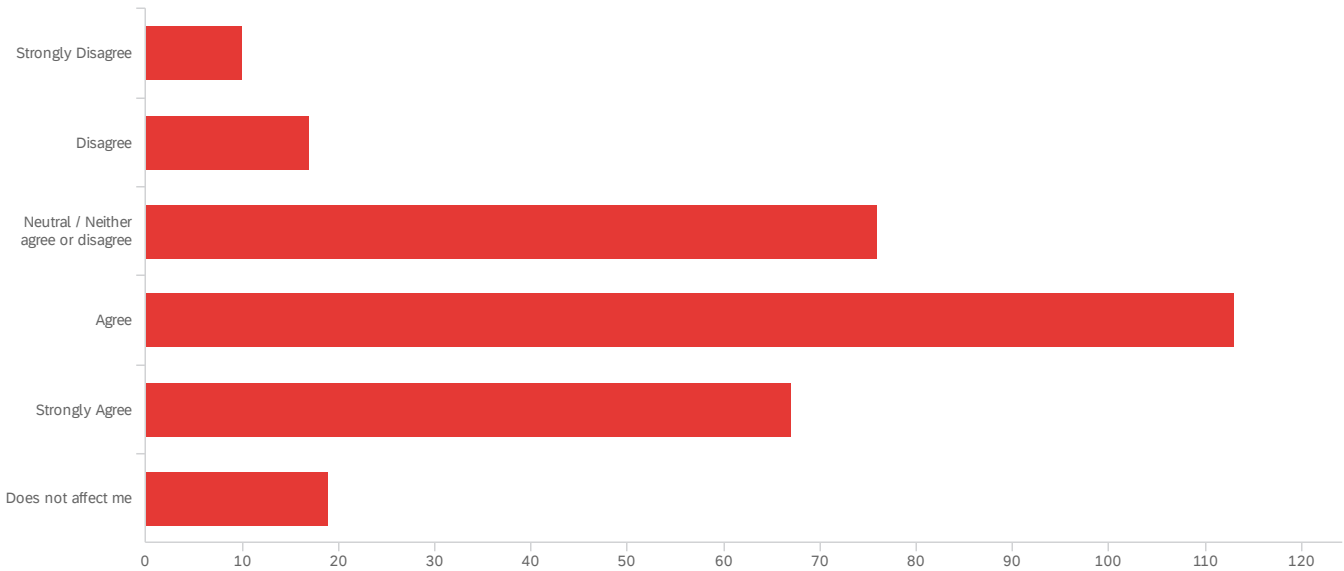
So, what is the Human Resources Liaison Network?

Don't know what this is even.

What did/do they do?

This could cause hiring to take even longer than it already does.

Q10.4 - Recommendation #4: Invest in succession planning and talent management. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #4: Invest in succession planning and talent management. Do you concur with this recommendation?	22.00	27.00	24.88	1.11	1.23	302

#	Field	Choice Count
22	Strongly Disagree	3.31% 10
23	Disagree	5.63% 17
24	Neutral / Neither agree or disagree	25.17% 76
25	Agree	37.42% 113
26	Strongly Agree	22.19% 67
27	Does not affect me	6.29% 19

302

Showing rows 1 - 7 of 7

Q10.4A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

Allow continuity and keep the momentum to grow

How this would be implemented would be critical to the potential success.

Waste of resources on something that should happen organically.

Everyone else has the same problem. If we don't pay attention, we'll fall behind.

I believe that this section is discussing planning and talent management for STAFF, but frankly this part of the report was so poorly written that it was hard to tell. Training our staff but giving them opportunities for salary growth is critical for consistency and morale. If that is what is meant here, then I agree completely.

The "Great Resignation" is coming soon to TAMU: I, as well as a number of my colleagues, are planning to depart for more supportive and humane universities. This "Comprehensive Report" is simply one more justification for doing so.

"Succession planning" is not the solution to staff turnover. If too many employees are over 65, something is wrong: we haven't kept up with hiring and we haven't make Texas A&M a place where people want to work. As for not being able to recruit because staff prefer "remote work" -- why aren't we keeping that option open? Re. faculty, simply creating the Faculty Affairs unit is not going to address longstanding climate and equity issues, including salaries that lag national averages.

If done across the board -- including for heads of department -- this could provide consistency in research management and prevent disruptions when there are changes in personnel.

What is the goal and how will the implementation look?

Need to worry about continuity.

Some folks need to be moved out of the Division of Research because they block and impede quality research. They've created a system of policing PIs rather than supporting research that will help the entire university grow in the research endeavors. I also laughed when i read that the Division of Research is growth focused.

Another purely bureaucratic and harmful trick. How will they "manage talents"? This sounds really scary.

It's a nice idea, but this should be handled by individual units for most positions (most positions aren't so general that you can easily do this without duplicating efforts)

Will not affect my research program.

This implies we are not doing succession planning in colleges and central administration. This sounds like consultant jargon to be hired to do this.

What EXACTLY does this consist of? It is quite vague.

This seems to not occur and is at the whim of top administrators.

Comment on how implementation of this recommendation might affect your rese...

We have lost potential leaders in our college due to the lack of this process. We need current administrators to be aware that there are talented individuals who can contribute to the University mission and who will leave if they cannot achieve their goals to help the university change in a way that reflects their generational cohort. This is an urgent matter that should be addressed immediately.

seems like it can't hurt

How much did the university pay for the audit again?

my brain is going to explode with trying to understand even what this means. A succession of what? Talent - academic, staff, managerial? please give me a hint here.

This does not affect my research.

Depends on who is included, right?

Great idea, not consistent with how this institution operates.

Unlikley, but could push some out for the lates hot area.

Please Please Please!!! My department is choking from all of the senior full professors who draw enormous salaries but have minimal teaching and service contributions and no active research programs. These faculty need to move on so we may hire younger, active researchers. We need to replace these senior faculty soon and remove them from their committee work.

Recruitment and retention of colleagues will create collaborations/grants, etc.

Top led succession planning isn't effective: allow each individual unit to conduct their own.

This will be disrupted by centralization, however. Lots of cross-talent will walk out the room to centralize around titles. Staff have more cross-training and skill than their titles suggest but MGT did not conduct interviews to learn this.

The objective should be to find new talent not manage it.

IT almost sounds like a monarchy! IF you mean at the department level, yes there has to be more distributed management and responsibility centers so that talent can be identified. The current heavlity top down approach (including the one used for this report) does not inspire confidence. Also it eliminates the possiblity of identifying talent and simply devolves into rewarding sycophants.

Not sure what exactly this means

This is gobbledegook. who knows what it means?

Unfortunately, institutional memory is negatively impacted by reorganization.

Academics are not intelligent widgets or computers whose expertise can be uploaded near the end of their "useful" life. The best way to insure continued use of knowledge gained by soon to retire academics is to provide them incentives for sharing their knowledge and data. But what is the most efficient way to make this happen? Certainly a carrot works much better than does a stick, but I've not seen any university effectively define the carrot.

This is critical and often overlooked part due to self interest.

talented faculty members are the most precious resources that TAMU has. It is important to provide incentives to keep them.

Comment on how implementation of this recommendation might affect your rese...

Too general to comment on. Depends on how it is interpreted and implemented.

yes, we need a structure to keep institutional knowledge and retain the talent.

We are very top-heavy at the moment with well funded senior researchers but have NO tenure-track assistant professors. We need to create more FTEs so that our senior investigators can train up the next generation of funded researchers before they retire and we lose all that fabulous knowledge. keeps me awake at night worrying bout it.

The idea is great, but are we really creating yet another administrative position for this?

if this helps retain institutional knowledge and help retain talented people yes if it is just window dressing no

Not sure how that would impact my research or what "talent management" even means.

Seemingly, this will help with general operations and transitions as individuals begin to retire. However, I am hesitant about this generally, as I have concerns that talented individuals may end being pushed earlier to retirement. So, while having shared institutional knowledge that is carefully preserved and passed down will help research long-term, I also feel it is important to protect those who have been here a long time and may not yet be ready to retire.

more wastage planned

Of course.

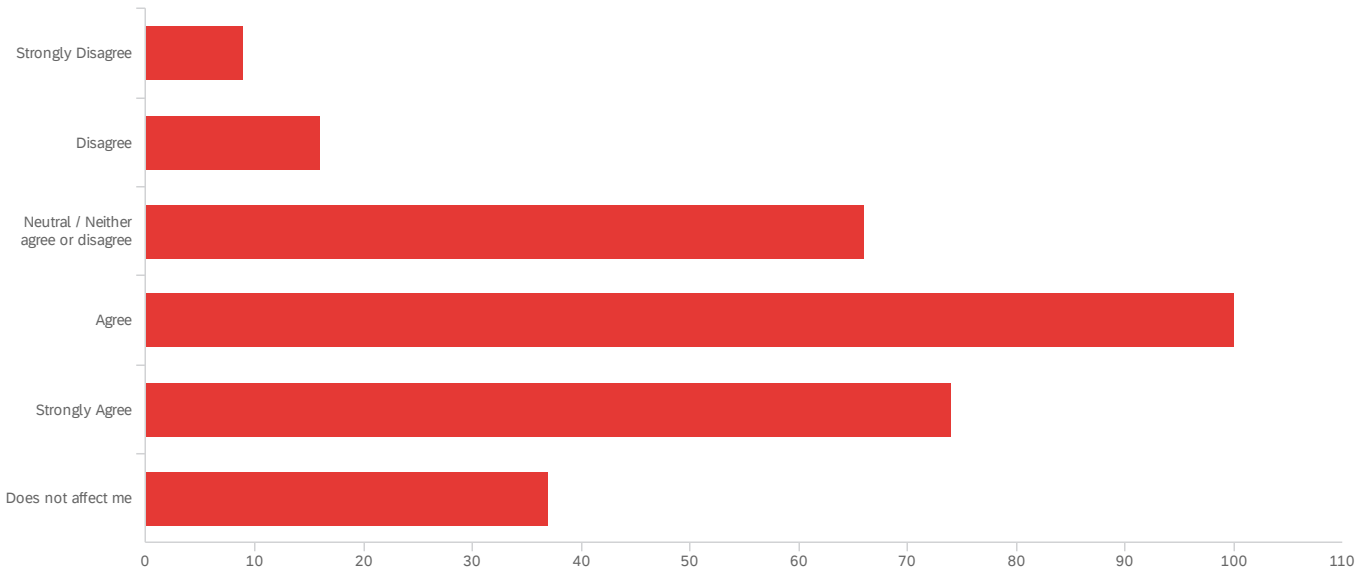
We've lost too many people recently. There need to be cost of living increases to cover inflation. Less bureaucracy. People stay here because they enjoy what they do and feel like they are making a contribution. The job becomes less fun each year.

More bureaucracy and more waste of resources.

Useless exercise. Good administration will enable this organically.

I don't know what this means.

Q10.5 - Recommendation #5: Invest in a voluntary phased separation (VSP) program for eligible tenured faculty members. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #5: Invest in a voluntary phased separation (VSP) program for eligible tenured faculty members. Do you concur with this recommendation?	22.00	27.00	25.08	1.19	1.43	302

#	Field	Choice Count
22	Strongly Disagree	2.98% 9
23	Disagree	5.30% 16
24	Neutral / Neither agree or disagree	21.85% 66
25	Agree	33.11% 100
26	Strongly Agree	24.50% 74
27	Does not affect me	12.25% 37

302

Showing rows 1 - 7 of 7

Q10.5A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

This sounds like another example of putting faculty out to pasture. Engineering faculty typically typically give up a higher salary from industry in exchange for the fleeting "academic freedom." Part of that calculus is that, at some point as we get older, we can't keep up the grind. The opportunity cost for choosing the academic path is that the way we continue to bring value to the university can shift over time. Tying faculty performance to funding levels, and then offering VSP makes the University no different than a technical sales organization - things are shiny when the grants are flowing and faculty are pushed out when the grants dry up. Universities used to be judged by the greatness of the names on the office doors. A prestigious University had the luminaries. Now it seems that the only thing that matters is the \$\$\$ on the balance sheet.

This is a great move to fulfill the age or even generational gap for faculty over 65. I noticed this is for TAMUS tenure faculty with 20+ years. It would be nice to have the same program with faculty at off-campus locations.

This as proven successful in encouraging retirements of "stagnant" faculty in past years.

If a faculty member is no longer feeling productive, but remaining for financial reasons, there should be a mechanism in place to leave where both the faculty and University are better off.

Getting rid of the dead wood is a good thing, but agreement requires that faculty are replaced with other TT faculty, not adjuncts, an important point that is not mentioned. This could be good idea for other System members including agencies. Also, didn't the previous recommendation just talk about how there is a risk of losing institutional knowledge?

So long as this remains voluntary

VSPs are NOT to the advantage of faculty who, even when at reduced load, will continue to overwork and over accomplish. Consider creating cash incentives for faculty who retire early instead. Just as economically effective!!!!

Agree that allowing more flexibility re. terms of service is wise -- but not for the reasons given. This isn't a magic bullet for mentoring. It would make more sense to combine the multi-year VSP program with a buyout program for people who want to retire now but are not financially able to do so. That would retain faculty who are likely to support mentoring, etc., and allow those who are ready to retire an option to do so (thus freeing up funds for new hires).

It gives some people an easier path to retirement.

After reading this discouraging report, I'm certainly open in listening to a reasonable program to ease into retirement. Trust, however, will be an issue.

This could encourage faculty who are not productive to leave the system... hopefully.

In the past, VSP plans just give senior faculty extra money to give up their tenure and continue to be paid by the university or department to do research and teaching, except now with less incentive to be team players. If they do leave, they are not replaced with TT hires, make those of us left do more work.

I doubt that many people will take advantage of something like this, and it risks sending the message that we want experienced folks out. To put it bluntly, the people that you probably most want to take advantage of something like this are the people who are probably the least likely to actually do it.

Will not affect my research program.

Comment on how implementation of this recommendation might affect your rese...

Many faculty were recruited here under various faculty investment initiatives. Give CREDIT for years served at their former universities as part of VSP. I know many faculty that are deep into their careers that came here on recruiting efforts that would never qualify for VSP having been at TAMU for the latter half of their career.

Extending the time-to-retirement of tenured faculty can delay junior faculty obtaining laboratory space and access to facilities, which negatively effects the ability of new faculty to build their research programs.

put that money into hiring new faculty instead of getting rid of ones currently here. pretend you want our university to do good research and maybe even break into the top 50 in rankings. this only happens by investing in faculty, not showing them the door.

I have taken advantage of such a program and it has meant I can concentrate more on research as a result.

no effect

I agree but only on the condition that the goal of the program would be to create a pool of funds that will be used to recruit new faculty who will enhance the research capabilities of the university

As long as it remains truly voluntary....

Yes. Finally a recommendation I like. It is important to encourage gently older faculty to retire.

I worry this will be used against me when I grow old. But right now it might free up resources for my research.

Yes, we need to bring fresh blood into a lot of academic programs.

Depending on changes implemented, this may be attractive

Don't know what this means

This should be a permanent fixture to allow university and tenured faculty to separate from each other on a broader set of terms with flexibility.

Please Please Please!!! My department is choking from all of the senior full professors who draw enormous salaries but have minimal teaching and service contributions and no active research programs. These faculty need to move on so we may hire younger, active researchers.

This recommendation is not well-founded enough to be implemented as stated in the report, and it also makes second-class citizens out of the many critically important professional track faculty who will not be able to partake in this effort. It also has the potential to be a brain drain of those with institutional knowledge and important research programs, who will take months to years to replace, slowing down research progress.

These are the people with whom open dialog facilitates improvement of the U.

I think that this is the next backdoor process to eliminate tenure. I am not one who believes that tenure is some sort of Divine right or anything. The university seems to believe that tenure is a "gift: to those who "raise money" and the idea is create a class of "second class" faculty who are at the mercy of the admins and paid a pittance for teaching. But tenure signals to the community that your judgement (in terms of grades and degrees and scientific/cultural opinions) cannot be bought or influenced or coerced by bullying. This is why judges and school teachers has tenure. Weakenng this will eventually hurt our brand in a completely irrecoverable way. PNce gone, nothing can be done to get it back. I know what I am talking about: 80% of the private colleges in India have a 100% graduation rate in 4 years and their degrees are worthless.All the lecturers work at the pleasure of the owners. Every certifying agency needs to signal that its certification cannot be bought

Providing a golden handshake would be helpful

Comment on how implementation of this recommendation might affect your rese...

With 20% of the faculty over 65 and with no incentive to retire, it is essential to develop a golden-handshake program. Either encourage 5-year phased retirement at half pay or a buyout of 3 years half salary paid over 3 years. Some departments have faculty in their 80s who they cannot get rid of

Generally a good idea.

A VSP should be at the authority of the deans, who better can access the eligibility of the faculty in their colleges.

For those not paying attention, this is part of process to eliminate tenure. TAMU has been active in this for about the last 10 years.

This is super weird in terms of how it's phrased and who is affected. Unless more clarifications are given, this is just sketchy

That depends how this is inacted. If individuals are hand picked, I see a problem with it.

This gives senior faculty a way to gradually retire, mentor junior faculty and continue teaching and service without hogging a whole FTE until they basically drop dead on the job.

yes if this opens up resources to invest in new talent this would benefit research programs (if the reinvestment are done thoughtfully)

Would not impact my research.

Sure, let's try to get them to retire early.

Advertise broadly the program when available

There is always a crunch for space, and all of us have seen empty labs occupied by those without active programs.

With careful definition of the term "voluntary"

We have too many functionally retired faculty, who are just hangers on and not making a contribution while being paid a high salary.

It may be good if the program is really meaningful to faculty.

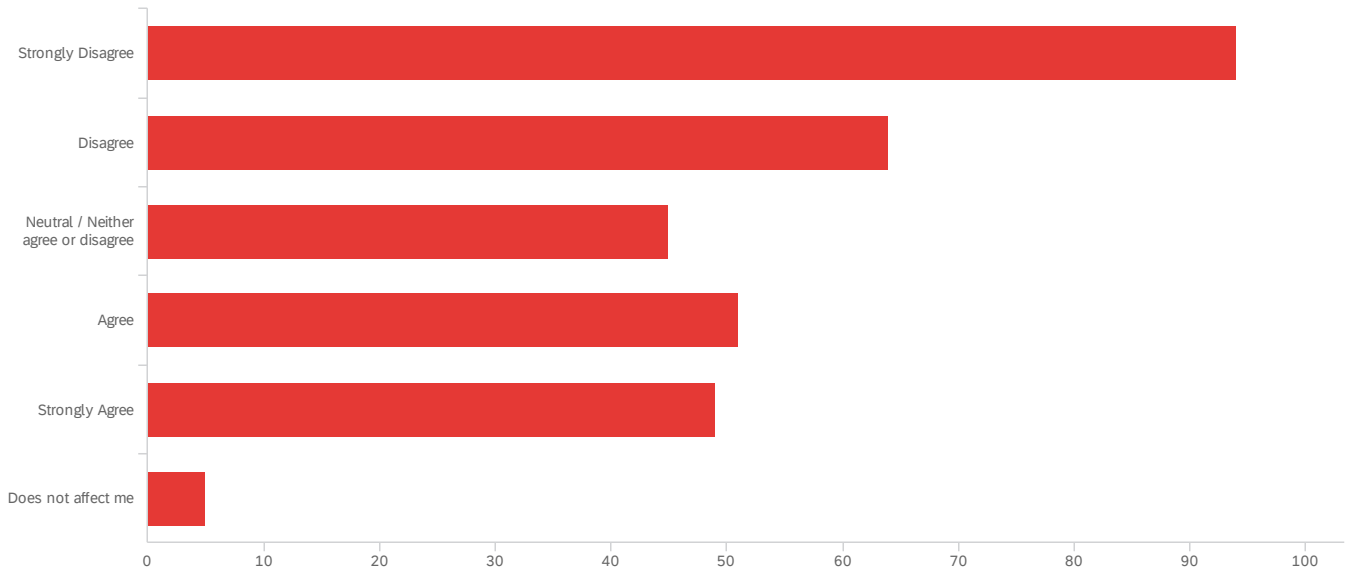
This would result in a great loss to our teaching and research mission with no gain to the university. The wording and plans in the report would also open the university to accusations of ageism.

All tenured faculty over a certain age should be eligible. The President should not have the sole discretion to determine this.

Q11. Section IX. Information Technology

Q11.1 - Recommendation #1: Consolidate Information Technology across campus. Do

you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #1: Consolidate Information Technology across campus. Do you concur with this recommendation?	22.00	27.00	23.71	1.51	2.29	308

#	Field	Choice Count
22	Strongly Disagree	30.52% 94
23	Disagree	20.78% 64
24	Neutral / Neither agree or disagree	14.61% 45
25	Agree	16.56% 51
26	Strongly Agree	15.91% 49
27	Does not affect me	1.62% 5

308

Showing rows 1 - 7 of 7

Q11.1A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

The status of IT services at Texas A&M is currently miserable and this proposal will make it worse. This is among the greatest impediments to research success at Texas A&M. An antagonistic attitude is developing between some IT staff and researchers, who do not appear to care about the real needs of researchers and instead issues expectations without providing the means to for researchers to effectively meet them. Already, some IT staff project an attitude of only caring that they do the specific tasks assigned by their IT supervisor without apparent concern about negative impacts on researchers. If this proposal is implemented, IT staff will become even less interested in and accountable for researcher needs than they presently are. A university is distinct from a business where everybody shares the same basic needs and where the business provided funds to meet all needs. Researchers must bring in external funds and there are limitations of there availability and the purposes for which they can be used. One recent example is forcing researchers to allow IT staff (including undergraduate workers) complete remote access to the operating systems of computers, whereupon they implement updates/changes without the knowledge of the researcher, which can have adverse effects on research effectiveness (and in some cases, researcher safety). Another example is demanding that millions of dollars of computers bought with external research funds be surplussed with zero consideration of providing funding replacement computers. This has a very negative impact on research and also the morale of people. This proposal is misleading, as it appears that Engineering and AgriLife will be exempt from centralized IT.

See previous response on IT.

Computation is the heart of my research, and if you centralize IT across campus, it makes it more difficult for me to get the assistance I need when I need it by those who know what I do and can help.

Being faculty in AgriLife, this does not affect us directly. In fact AgriLife has done a tremendous and positive centralization already and is proving to be very beneficial

Geosciences is a unique field where we have instruments with special computer needs, we are field going in remote places where we don't have Internet, etc. not having IT support who understands these needs will kill our research.

A poorly functioning centralized system fails the whole University, not just a small section. For example, for business systems, the gap between the faculty and the business associates increases the chances of miscommunication and reduces efficiencies. Same for IT and other essential services. IF this were to occur, it would be critical to have more flexibility than the current rigid standards. What works for one unit, doesn't always work for another.

It is important to have qualified IT professionals on the ground. Remote support has limited function.

The Libraries' has unique IT needs (e.g., digital preservation of rare materials, library circulation systems) that could make it more difficult for researchers to do research if they didn't have IT support.

I don't know enough about this to comment. "Unsure" would be a better characterization than Neutral.

some consolidation is probably good, but the specialized software my colleagues and I use requires specialized knowledge.

Centralization might save money, but comes at a real cost in terms of service and effectiveness.

We need local IT services. A computer crash is a research emergency. Not to mention that normal support and maintenance needs to be responsive to the localized IT needs -- these vary significantly from department to department. This would make it much more difficult to conduct research.

Centralized data storage and access is a critical need. IT support responsiveness could be improved. Connection between college units and email functionality could be streamlined. If combined, care must be taken to keep support for unit specific needs.

Comment on how implementation of this recommendation might affect your rese...

IT training at the college and departmental levels has not been adequate, generating numerous research-related problems. In my case, I have lost data, lost access to data, had malware introduced to my computer, and had hard drives ruined by college-level IT personnel. If centralization would be combined with intense and ongoing training of IT staff so that they have the preparation they need to provide the support researchers require, this could make a big difference to my research program.

IT continuity is critical for researchers. The Agrilife experience was not good for researchers.

I have had problems with centralized computing not being responsive to my needs, such as HRCC not responding to emails or not being able to install software that I or my students need. It helps me and my students to have professionals in my department who are familiar with our needs and the very specialised software that we use and write. I can only imagine someone even further from my needs trying to tell me what I need to do for my research. In recent years, there has been a degradation of IT staff in the college of science (and some centralization). Were the current situation (let alone this decentralization) in place when I decided to move to Texas A&M, I would not have made that choice. I suspect that a centralized future will negatively affect recruitment of faculty with related computing needs. Besides, this was mooted and dropped over a decade ago. (What about Institutional memory?)

So what about the agencies like AgriLife? Would they be consolidated with the rest of TAMU Centralization in AgriLife has resulted in less service and longer response times. They do not even answer the phone after COB or on weekends! Calling the TAMU help desk is still the only way to get timely service.

This is another suggestion where centralization does not appear to work. As it takes days to effect technology changes and fixes. The impact on research is the timeliness and effectiveness of "working" technology that supports our research and allows us as researcher to communicate effectively and in a timely fashion.

Only if it makes service more flexible and simpler. The CEHD unit is pretty responsive, but A&M's policies about control of the machines is cumbersome.

Department-based IT can be more responsive.

This would be highly problematic for our award, which has a specialized IT team to meet our award requirements.

I am not confident TAMU has the competence or ability to recruit quality enough technology people to offer a working help desk. Even College level consolidation and centralization has created challenges. I couldn't even purchase a computer that supported my research needs and have TAMU/College support for the piece of equipment.

Overall I prefer IT that is managed more locally and is responsive to the particular needs and culture of our department and college.

Just. No.

The more centralized, the most work the faculty must do, and the fewer choices we have. On the other hand getting more funding could help—we cannot compete with other units for IT staff.

In my experience, the more centralized it gets, the worse it works. We already have significant troubles with this.

Will not work.

Unfortunately, you are not including the BIGGEST problems AgriLife and Engineering. Differences in IT within units (e.g., between students and their faculty advisors/employers) is frustrating and time-consuming. There is no reason we need to duplicate units among systems. So, this consolidation is not sufficient.

IT has become has been becoming more and more centralized over the last decade. With the exception of HPC, the quality of the IT support of research has significantly degraded on campus. Both central IT and the college based IT groups became highly bureaucratic entities, with no direct stake in the success of the individual research project. They are much more interested in making their own life easier (often in the name of computer security) than providing actual support. Further centralization of the support of research servers and desktops and laptops used for research could have potentially devastating effect on research productivity.

Comment on how implementation of this recommendation might affect your rese...

Slower, less customized computer support will hamper research.

Every unit and lab has unique needs. I really benefit from the fact that my IT unit has a handle on mine. Maybe you could keep some of that in a centralized structure, but we risk losing it in favor of a cookie-cutter approach.

There is a risk that points of contact for IT issues would be more difficult to reach, for example if not located in the same building. If a consolidated IT department would be able to provide professional level *in-house* storage and backup services for research data, this could be a positive aspect. TAMU so far has not invested sufficiently in research data management, undoubtedly resulting in data loss and increased exposure to IT related risks across campus.

I am not aware of a single R1 university that has successfully consolidated all of the embedded IT support personnel into a single centralized unit. Consolidating embedded support personnel at the College and VP level is a best practice in my opinion.

If this is done well, then my program will be okay. If done poorly, then my program will suffer.

Like advising and business services....the IT centralization has been a disaster in COALS. Simply put, nobody is happy. Ask around. What a mess.

I think there is duplication. CEHD and university have contracts with Qualtrics for instance.

IF you are talking about standardizing enterprise platforms and hardware, then sure. IF you are talking about all IT support, then we will get even worse service. Again, consultant go to phrase of centralization. It doesn't always serve the needs of the customer.

Doing this may make it hard for TAMU to retain IODP, a large federally funded program. One of the selling points to move IODP to TAMU was the dedicated IT.

While IT services are sometimes inconsistent even at the department level, there are some discipline-specific needs of computational intensive fields that local IT help will be best suited to help with. AgriLife and Engineering are not the only computationally intensive fields that have specific requirements associated with their research. Loosing that local expertise would hinder my research program.

Our College IT is working well with recent management updates, but this seems like something that could be streamlined through the University. However, it would be essential to maintain individuals who understand the needs of each department.

i already have issues with IT just in a small college. this will be worse with a centralized approach. my research relies on IT infrastructure and i am deeply concerned this will affect my ability to do research and get grants if it becomes difficult to maintain research servers and other IT infrastructure.

This should be centralized at the College level. This university is too large for such a large scale centralized IT. Lack of support will severely hurt research programs.

This seems like a good idea, but might result in a loss of service locally. Like many of these proposals, implementation will be key to their success.

While certain aspects of IT, such as security issues, can be centralized, it is vital that we still retain personnel within the colleges who can work with faculty on pressing issues. If everything is centralized, we run the risk of ending up at the back of a long queue and having to wait weeks for anything to be rectified. As we all use computers more or less in research, this risks us missing deadlines or not being able to do any work.

I don't trust any centralized IT shop to understand needs of researchers in my discipline

Oh my gosh, no! We are already suffering under too much consolidation. You cannot get IT help in a timely fashion anymore because IT consultants are off in some far-off building. If anything, decentralize this critical service even further!

How much did the university pay for the audit again? Are we talking about having more Microsoft garbage across campus?

Comment on how implementation of this recommendation might affect your rese...

every previous consolidation of this sort has degraded my research effectiveness. local IT is highly responsive, understands my needs, and gains specialized knowledge and skill to help address my needs. consolidation leads to cost-savings based on one-size-fits-all solutions that hurt, not help, my ability to conduct research

Engineering has gone through a painful IT consolidation process, with some devastating results: Providing specialized systems and software for some courses has become very cumbersome and in some cases impossible. There are examples where students had to buy expensive equipment in order to participate in courses because centralized IT was not able (despite significant and laudable efforts of individuals) to react in time to provide locally tailored support for student needs. Same for research: Top-down requirements to house servers in centralized locations, for example, reduces the access to equipment to 8-5. If something happens to that equipment outside of these times, the PI has to wait. While all these examples can be individually addressed, they are indicative of a centralized operation. In a structure with distributed responsibilities these problems would never occur because the IT operation would have an intimate understanding of the needs of whom they serve.

The university likely benefits from consolidation of certain IT functions, but research IT needs differ from those elsewhere. I'm okay with some consolidation as long as it doesn't suddenly start to take a week to get an IT service request filled on a research computer.

While some consolidation might be good my IT support has decreased as control of things like email have moved from my department to the university so I am wary of more centralization.

Can't get help now. Consolidation would be a disaster.

This is only going to make it harder to find someone to help us in our research.

The IT support my college provides is quite abysmal. It has slightly improved from when it was at the departmental level. I hope having non-liberal arts people providing support will improve function. IT issues frequently stall my research.

Consolidation has not served the units well so far, at least in engineering.

IT professionals learn different skills to support research in each discipline, centralizing may threaten necessary specialization.

YES PLEASE!!!

Agencies, including the four in AgriLife should not be different than TAMU

If this proceeds like my COALS colleagues have had to endure, it will be disastrous

IT sucks on this campus.

The service we get from campus is horrific. Without college-level support I cannot imagine anything functioning.

When I have taught in classrooms managed by IT outside of my department, I learned how lengthy getting support can be. In our department, I can have IT support right away and I can talk to a real human. In the context of changing needs during the pandemic, our IT staff have been phenomenal. When I have had to contact the central help desk - on the other hand - even if I could talk to someone, I was not helped. I rely on our departmental IT staff for my research. They have all indicated they have stayed in their jobs due to the ability to specialize and collaborate.

It is likely to make getting instant help a thing of the past. Sometimes I need it!

This is not going well in COALS

Just consolidated within COALS and this is going well. Consolidation within colleges are beneficial ahead of across campus

Please include AgriLife as well - current service is struggling

Comment on how implementation of this recommendation might affect your rese...

Such consolidation exercises within our college already has seen deterioration in service. Making this university wide will likely make things worse.

consolidated IT leads to the tragedy of the commons. No consolidation I've even experienced led to a better customer experience.

This will reduce the ability of IT to support the needs of different research programs - there is not a 'one size fits all' solution for IT management within laboratories. For example, IT accessing computers remotely to 'patch' them in labs can inflict serious damage to research equipment attached to networked computers. This can result in damaged equipment, lost time, demoralized researchers.

All departments have specific technology needs (as clearly indicated in the recommendations which leave out two units "because their needs are different"), so by leaving some departments out, there is a clear message being sent across campus that other departments' needs are not important, and faculty and staff will get that message loud and clear.

It would be an improvement if good customer service and timely responses could be guaranteed. I fear however that it would be the opposite, and the extra time and stress dealing with IT offices across campus would affect time available for research.

Like research, why is there three IT units? BCS should have one!!!

This is a very poor recommendation. Each major unit has very different needs, and even if it was consolidated/centralized, persons would still have to focus on the needs of this school or that; hence, this achieves nothing.

It is essential that my Department retain dedicated onsite IT personnel to deal with immediate needs and emergencies. Problems often arise that require immediate solutions. Sometimes they are simple sometimes not, but a delay in solving a simple problem because no one is immediately available would greatly hamper by research.

I am extremely concerned with the IT centralization. It has been an abysmal failure, with inexperienced and ill trained employees who are not answerable to the departments. They are too far away and asking for help is like going to the DMV. (I take that back, DMVs are much better now). My grad students are already waiting days and weeks for simple upgrades and installation of instrumentation software that requires specialized skills. The list of complaints from students (especially the high performance computing aspects) are endless with misinstalled GPU cards and problems with software taking weeks to be fixed.

Many departments have specialized needs

It must be understood that IT consolidation impacts our lives on a daily basis. In COALS, the recent consolidation probably cost every faculty member at least 40 hours over the last several months, not to mention lost data and connections. While on the one hand I would love to see our IT taken away from the IT dept in COALS, I cannot support further disruption.

I think this will not work. Research units often have their own specific technology concerns.

it's counterproductive

The needs of each component vary to widely and the resulting student/campus centric focus is likely to severely limit and complicate research based activities as their needs are little understood outside their organizations within the broader system structure.

IT support has dramatically suffered over the last 10 years and centralization would make support even less accessible.

Recently changes within at least on of the larger colleges mimics what you are describing. From all indications, service has suffered greatly with the benefits not balancing the negatives.

This could have a huge impact on my research program, and if done well could be a big benefit. Putting day-to-day control of the IT resources in hands of PIs rather than centralizing authority for every minor software and hardware choice and update is key to making this change positive for research.

if done well could be helpful, but needs strong and skilled leadership and sufficient staff members

Comment on how implementation of this recommendation might affect your rese...

I thought it was already consolidated.

Centralization of IT at the unit level has already led to: -Increased response time for help -Loss of specialized knowledge for machines needed for research and lab equipment -Significant loss of productivity that has rendered labs and research computers all but useless -Loss of faculty ability to administer their own research group machines These things will only get worse with further centralization.

Join me comrades in the new chant: "One size!!! One size fits all!! Fits all!!!"

I need to have control of my computers.

I am skeptical of TAMU's ability to offer high-quality services through centralized services at scale.

Researchers need Local IT staff to build relationships around their unique computing needs.

The IT from different departments has their own policies in addition to the university policy. I wouldn't expect dramatic improvement, but it is good to remove the department/college level constraints.

This might cause problems with quality and/or fairness as different departments have different requirements. Even in one department the level and type of supports are already varied widely. How do we to even have one unit for the whole campus?

Research is an inherently diverse undertaking. Centralization reduces response time and undermines situational knowledge and context. While there are some obvious common elements, at the research program level, IT needs are to a great extent unique and research program specific, often even project specific. One size does not fit all, not does one interpretation of IT needs.

The more information. technology has gotten centralized the less they have provided the support needed for research. their focus has been on things unrelated to the need for IT in our research enterprise.

Potentially yes, but no evidence suggests the ability of this university to pull something off like this.

I greatly value having college and department level specific IT to support my research, staff, and students.

This would impact our research in our College of Education and Human Development. We have a centralized IT unit already. We work with them on research grants in planning needs and in carrying out the grants. It will place one more road block for researchers to have some centralized ticketing system.

Again, in my experience any centralization of IT always meant longer waiting times and less experience with the problems you actually need solved. Of course, someone will always need someone who needs to help with bluetooth mouse connection, but most of us have highly specialized questions, and there is no way that centralized IT can serve well those needs

A decentralized system works much better as IT people understand the specialized needs of people in their unit. A one size fits all approach will be detrimental to research progress as it will take more time and effort finding IT people in a central office who can help with a specialized problem.

This would mean nothing get fixed in a timely fashion when problems occur.

Having so many separate IT systems makes zero sense and we end up being out of compliance on all of them. There is also this weird perception that researchers in a clinical setting are "just clinicians playing at research" and needing a whole different set of rules. In fact at the dental college we have both clinical researchers and hard core bench scientists but our bench researchers are expected to have their computers be HIPAA compliant even if they will never see a patient or patient information. And we feel schizophrenic every time we call the help desk and have to be diverted away from TAMU to HSC IT.

This is so crucial to implement. Why this is decentralized makes no sense for a university of this size, and this makes research difficult, particularly when it crosses units.

Comment on how implementation of this recommendation might affect your rese...

There has been a long history of centralization at TAMU, often to seek control or improve efficiency. Units often resist this because the quality of service suffers. The issue at TAMU is those support units that provide services (finance, facilities, HR, IT...) have to get better.

I am dependent upon my IT colleagues within the libraries to partner in the development of novel software for libraries and it would be extremely detrimental to my research remove the our IT department from the Libraries or expect a centralized IT department to be researcher programmers in our field.

There are already challenges with college wide IT. The time to get tasks accomplished are longer, the service is not individualized, and there is added burden on the PI to track the progress of their requests.

Central IT is awful. Keep specific IT specialists in their specialist departments

a number of departments had their own IT groups and it was easy getting things fixed. Then the College of Engineering implemented centralization to the college level, then it became difficult to get someone to work on a computer.

can be great if helpfulness ,knowledge, speed of service and costumer service and understanding of the diverse customer needs within the university improve. if it becomes this inflexible behemoth it is not helpful at all and affect research negatively.

Would very likely make my technology-based research more stream-lined.

IT centralization has been a disaster.

Consolidation would not be beneficial. Agencies and colleges are too different.

Most Colleges are doing some of this now and many College IT leaders are also part of the IT Division. More centralization may be a disaster as each College has very different IT needs.

IT and effect IT is critical to my work. I would argue at the moment we need more support. What is unclear is whether and how this will help or not. If staffing levels and training are high enough to meet the needs of such a large entity then this could be good. From my perspective, we have higher level computing needs than other in our unit so having access to IT professionals with more specialized training would be helpful (and it wouldn't necessarily make sense to have this for our dept. or even college). But, if this centralization also comes with fewer people, then I suspect we would run into bottlenecks. Something else that remains unclear is how this will impact HPRC which is a key resource for my research.

OK as long as IT does not keep changing external sources for email, operating systems, etc

I worry this will dramatically slow down the service from IT. While structure and servers etc can be centralized, the service staff will need to be robust and quick to keep up with dramatic demand.

already happened in agrilife.

The missions of the various parts are too diverse. No overriding entity will be subtle enough for all units.

Again, this has never worked here at TAMU. When this occurs departments are often left without the support we need, especially in the area of teaching.

This is NOT a one size fits model - current attempts at such have already caused havoc

This will not turn out well. The time spent on the phone trying to get something fixed will increase exponentially, especially when it is a unique software program.

Standard IT possible, but this should not include high performance computing and data archive.

Comment on how implementation of this recommendation might affect your rese...

IT suport for classes should be local, otherwise the service is not going to be provided in a timely manner.

Please no. Our IT support took a nose-dive when it was centralized from the dept to the College in 2014. We used to have fabulous IT support, and now it takes me 2-3 months to buy a computer (seriously, I'm still waiting on a lab computer that was ordered in Aug. 2021) as well as 1-2 weeks to get IT to help install software on my lab computers. This is a nightmare (centralizing IT support) - along with recommendation #2 below.

Having a tech assigned to a building or department is needed so that there is a track record and relationship with faculty is key to keeping things move smoothly

Centralization will make it much less efficient. There is already too much bureaucracy. Centralization would make it worse.

This could be good if done well. There must be a mechanism in place to guarantee accountability to stakeholders beyond the president's office (i.e., to colleges, departments, labs, PIs...).

Another example of unsuccesful centralizaton.

Need local IT sepcialists

Centralized almost anything assures poor service and no one to blame.

This could make IT support for research much more difficult if it has to compete with undergrad student support.

Current system is redundant and ineffective. Anything new will be better.

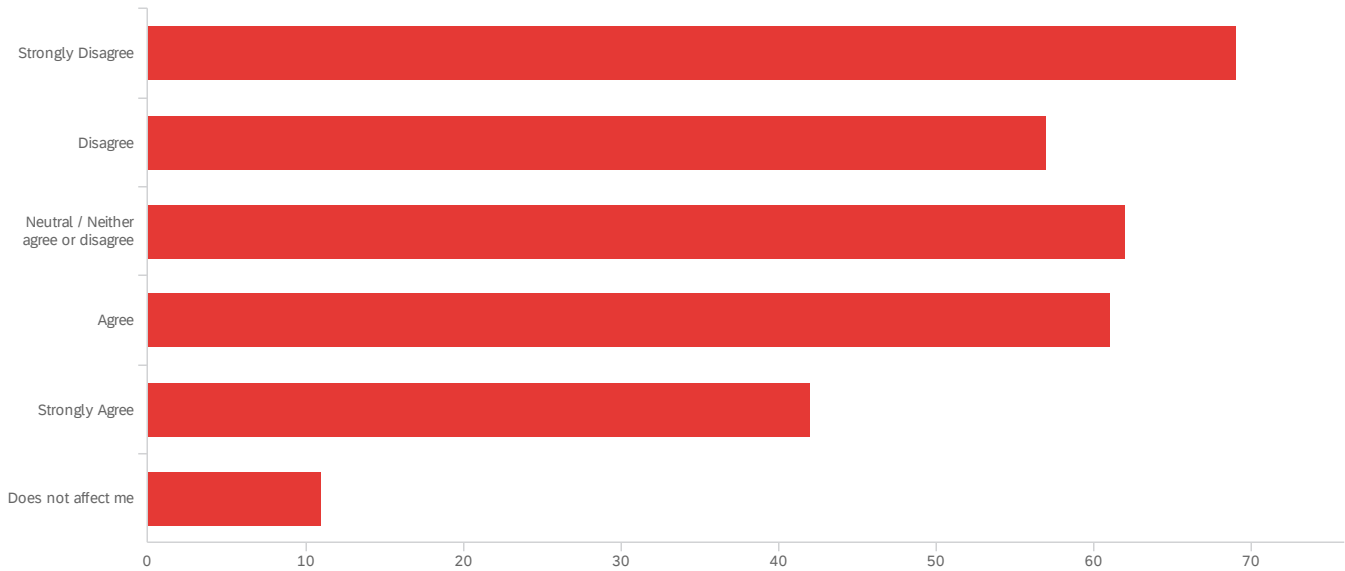
The centralization of IT in AgriLife is an utter and total failure causing many more problems than it fixed.

Local solutions work better.

Info technology is currently highly ineffective.

Q11.2 - Recommendation #2: Establish a university-wide Help Desk and ticketing

system. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #2: Establish a university-wide Help Desk and ticketing system. Do you concur with this recommendation?	22.00	27.00	23.94	1.48	2.19	302

#	Field	Choice Count
22	Strongly Disagree	22.85% 69
23	Disagree	18.87% 57
24	Neutral / Neither agree or disagree	20.53% 62
25	Agree	20.20% 61
26	Strongly Agree	13.91% 42
27	Does not affect me	3.64% 11

302

Showing rows 1 - 7 of 7

Q11.2A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

This proposal is similar to having centralized undergraduate academic advising. It is inconceivable that a centralized advising program can have either the sufficient awareness and knowledge of the IT specifics of individual research programs, or the motivation and personal connection to researchers to adequately meet their needs.

This already exists and is staffed by students who are not well trained - neither in the technical matters nor in customer service. I've gotten responses with the unprofessional greeting "Yo prof". IT support is so important that this is best left "at the edge" where the users exist. Centralization is fine to manage the infrastructure, but not appropriate for end-user support. The only advantage of centralized help-desk is if there is 24x7 access. But this is also manageable in a distributed modality.

See #1

see qbove

I'm not sure how this differs from centralized it.

This is just flawed thinking that centralization is always better. I can not think of how upset I would be if I had a serious problem and we given a number and told to wait. How could that possibly benefit faculty and staff, especially in emergencies.

It is often hard to find a responsible person within such a big organization. Help Desk is a great idea.

I don't know enough about this to comment. "Unsure" would be a better characterization than Neutral. The report suggests creating a centralized system will reduce bureaucracy, so it will be publication-worthy that somehow is actually the case. But, there are some units that do need better IT support.

i doubt it will make things faster. Hiring more people is the solution.

Don't we already have Help Desk Central?

I thought we already had this.

Timely local support is important for research.

Specialized help may be needed by specific units

We already have the Help Desk Central and it actually works. They answer the phone and they provide answers. Ticketing systems mean you don't answer the phone and longer wait times. If my email is down I can't submit a ticket. I need help now. Don't mess it up!!!!

Same as above. This is another suggestion where centralization does not appear to work. As it takes days to effect technology changes and fixes. The impact on research is the timeliness and effectiveness of "working" technology that supports our research and allows us as researcher to communicate effectively and in a timely fashion.

Again, assuming it is staffed adequately so it can respond faster overall.

Comment on how implementation of this recommendation might affect your rese...

The 24-8-365 Help Desk cannot be removed-- please. Doing research work-- I often call late in the night -- on holidays-- and they assist me. When grants are due-- there are times when there is a glitch-- and they help me. Please do not eliminate this. And do not make me have to get a ticket-- to get in line for help. When a researcher or grant writer needs help-- we need help right at that moment. Please do not take that away. I understand ticketing systems-- but only if they work and are responsive. Faculty do not need to wait two weeks to get help.

There is no way this will be more efficient by centralizing into a system that is not customer service oriented or efficient when Helpdesk services require a local solution.

I am not confident TAMU has the competence or ability to recruit quality enough technology people to offer a working help desk.

Bigger is not better. Only creates a longer que and wait time.

this will not affect me if it doesn't include other systems

This is one of the most puzzling recommendations of the report, as a central Help Desk and ticketing system already exist. This shows that the company that reviewed the university did not make their homework. If they had interviewed members of the campus community, they would have learnt that the university-level Help Desk is a disaster that can rarely solve any non-routine problem. If anything, the experience with the existing central help desk is a powerful argument against further centralization. Decentralization of the research IT support would make much more sense!

Slower computer support will hamper research.

Same as prior recommendation

needs to be local. Past Centralization of this process has made the service not any better

The University's Help Desk Central and the ServiceNow ticketing system provided university-wide services prior to 2014. Only desktop or specialized support located in the Colleges and VP offices did not use Help Desk Central. Having a single point of contact for users is good, but will require additional resources.

Not sure.

Same issues with IT. If we ever had a problem, it was due to poor training of our IT folks at a department level. Otherwise, COALS destroyed a really good thing with IT folks that were serving in a PREVENTATIVE role instead of a REACTIVE role when one's computer has crashed and burned.

I'm fine with one portal, but helping staff need to be scattered throughout campus. When the technology in my classroom isn't working, I need someone who is only one or two buildings away, not on the other side of campus.

Assumes question above is already decided. Too many variables and differential needs.

Routine, easy to access help with email and access to university-wide systems would be helpful. As is, there have been days where these basic systems have been disrupted and finding the person to fix them was difficult, leading to loss of research time. If this makes it easier to identify system wide problems and get them fix, it would be helpful.

Our College IT is working well with recent management updates, but this seems like something that could be streamlined through the University. However, it would be essential to maintain individuals who understand the needs of each department.

Already done

i already have issues with IT just in a small college. this will be worse with a centralized approach. my research relies on IT infrastructure and i am deeply concerned this will affect my ability to do research and get grants if it becomes difficult to maintain research servers and other IT infrastructure.

Comment on how implementation of this recommendation might affect your rese...

No! Needs to be centralized at the college level, and support personnel need to be embedded in departments in order to provide the type of consistent support necessary to support instrumentation and research networks.

I am perfectly fine with the service in chemistry now

This is sheer insanity! The current system is responsive--such consolidation will only add a needless layer of bureaucracy, leading to inefficiency and very frustrated customers.

How much did the university pay for the audit again?

every previous consolidation of this sort has degraded my research effectiveness. local IT is highly responsive, understands my needs, and gains specialized knowledge and skill to help address my needs. consolidation leads to cost-savings based on one-size-fits-all solutions that hurt, not help, my ability to conduct research. this is a recipe for unresponsive IT.

There is one already, and it is not particularly helpful.

Throwing faculty IT requests in with students is risky. I am concerned it would expand wait times. Also, faculty, students and staff often have very different needs. I hope this would be done in a way that prioritizes faculty (teaching and research) related IT requests and ensures that Help Desk staff are qualified to handle those types of issues.

A ticket doesn't do me any good when I can't read my email!

I thought we had this?

My college's ticketing system is abysmal. I don't think it achieves anything. I have unanswered tickets from March 2020 when COVID it. If I bug the IT person and write a ticket I get a result in days. If I don't bug them it takes months. This might be harder if centralized but they might take tickets seriously. A change in IT in my college is needed. I'm not sure this is it, but it can't get much worse. Yes IT issues stall my research.

The local assistance is more useful and convenience in the locations rather than College Station.

It not clear how a larger, centralized system makes IT support efficient. Working closely with faculty makes IT professionals more cognizant of needs and solutions.

Must be an improved system over what AgriLife is currently providing

I thought we already had this? Help desk has always been super helpful. Sometimes request requires elevation, but fast service has been wonderful. My ag collaborators not wait days or weeks for response so it all depends on how it is set up.

That already exists and is extremely unhelpful. University-wide means no accountability at the departmental level when they can't solve a problem they created to begin with.

It already exists and it doesn't work.

How his this different?

We already have this

Slower research when computers break / software has issues. Someone in the building is helpful.

recently established college wide system and it is going well. see above comment

Comment on how implementation of this recommendation might affect your rese...

see above

It will be slow and unresponsive.

Can only do this with true consolidation into one IT system.

I like working more directly with my departmental person. It is faster.

The ticketing system is completely worthless without PROMPT action (There should be a refund if it takes more than 24 hrs to respond)

the uni is too big for this

It's already complicated enough. This would make it nearly impossible and just add another layer of bureaucracy.

this just means longer delays and no responsibility

See above.

Too far removed from the expertise required to address discipline level problems.

Again, thought we already had that.

The current IT help desk is essentially worthless. It is manned by students and helpers who often have no idea what is going on and the typical response is 1) check the IT alerts and 2) to blame the user. 99% of the time there is no IT alert (or I wouldn't bother going to the effort to report a problem) and the problem is not on my end despite repeated arguments by IT staff that it must be my end even though multiple users are affected. Relying on such a campus-wide help desk with no specialized knowledge of the machines and software needed for geosciences users is a recipe for disaster.

Been there before. A black hole into which requests get sent and service is never returned.

This will only work if served by satellite IT professionals located in units.

Don't we have one already? i.e., servicenow. That system has a large room for improvement though.

As noted above, research is an inherently diverse undertaking. Centralization reduces response time and undermines situational knowledge and context. While there are some obvious common elements, at the research program level, IT needs are to a great extent unique. One size does not fit all, not does one interpretation of IT needs. In particular, the idea that a university-wide help desk and ticketing system will reduce bureaucracy and improve service is naive and ludicrous to the point of being delusional.

a nightmare scenario. death panels.

We already have a 24 hour- 365 day Help Desk. Please do not take that away. Researchers are working during the night, on holidays, and weekends to get grants completed.

When Wi-Fi was down, it was very bad. If centralized ticketing will help with that - great. If not - then what's the point?

This would mean nothing get fixed in a timely fashion when problems occur.

We may actually get the help we need!

Comment on how implementation of this recommendation might affect your rese...

We are too big for this. Some IT service needs related to research are specialized and this may dilute the ability to have staff with appropriate knowledge to address needs.

Total bullshit

can be great if helpfulness ,knowledge, speed of service and costumer service and understanding of the diverse customer needs within the university improve. if it becomes this inflexible behemothit is not helpful at all and affect research negatively.

Would very likely make my technology-based research more stream-lined.

too centralized

Consolidation would not be beneficial. Agencies and colleges are too different.

This will be a total disaster. Generally the helpdesk is useless. Only the Departmental people are any good

See above comment. I could see pros and cons here in terms of the impact on research.

good luck.

No criticism of the great service now provided.

ITS has not shown that it is able to effectively serve all departments when it has centralized.

as above

Standard IT possible, but this should not include high performance computing and data archive.

Currently a nightmare and will only get worse.

Smaller units will work more smoothly. This sounds like we would never see the same person twice, and tickets will be bounced around all over and never get solved.

COALS has already been centralized, maybe it'll make things better in our college? Our IT people are very nice, but seem to have absolutely no training. I'd rather them not even touch my PC.

Don't we already have this?

Centralization will make it much less efficient. There is already too much bureaucracy. Centralization would make it worse.

This could be good if done well. There must be a mechanism in place to guarantee accountability to stakeholders beyond the president's office (i.e., to colleges, departments, labs, PIs...).

NO.

Centralized almost anything assures poor service and no one to blame.

Good idea if adequately staffed and funded.

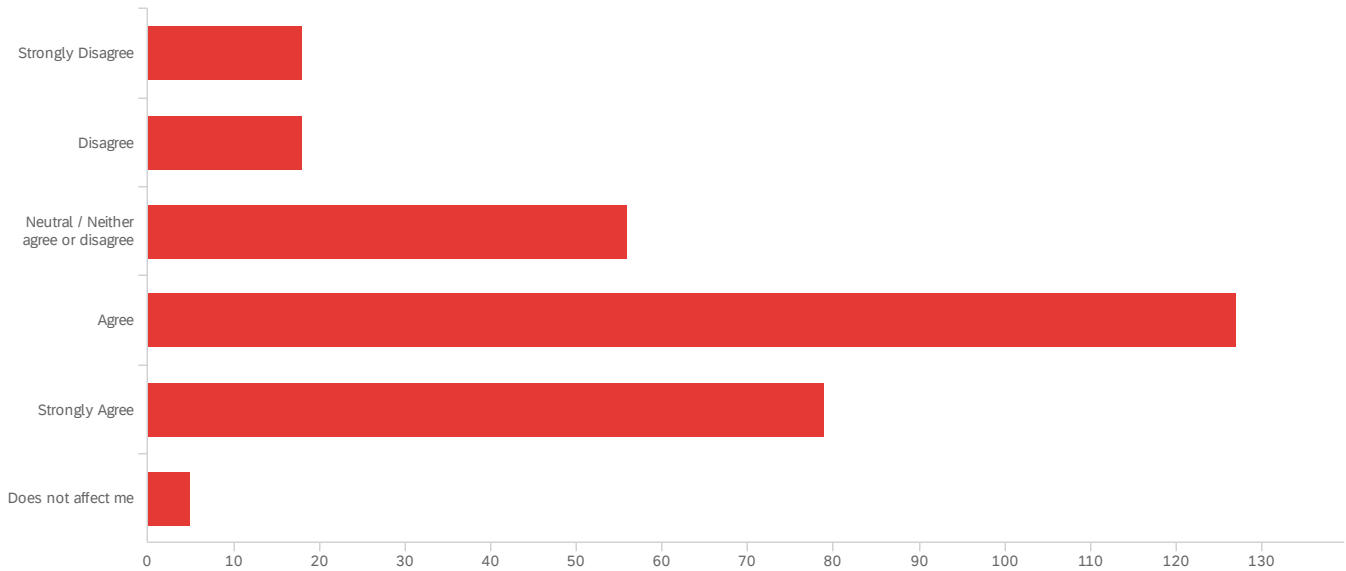
Comment on how implementation of this recommendation might affect your rese...

Concerned that this will not be a very fast system, and it will take a long time to get things resolved.

Local solutions work better.

Help desk is highly ineffective.

Q11.3 - Recommendation #3: Prioritize cybersecurity to ensure campus services are not compromised. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #3: Prioritize cybersecurity to ensure campus services are not compromised. Do you concur with this recommendation?	22.00	27.00	24.81	1.12	1.25	303

#	Field	Choice Count
22	Strongly Disagree	5.94% 18
23	Disagree	5.94% 18
24	Neutral / Neither agree or disagree	18.48% 56
25	Agree	41.91% 127
26	Strongly Agree	26.07% 79
27	Does not affect me	1.65% 5

303

Showing rows 1 - 7 of 7

Q11.3A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

SEE RESPONSE TO Recommendation #1: Consolidate Information Technology across campus

This is an IQ test. Of course it is important. But not to the point where it significantly limits the ability to conduct research.

I'm all for cybersecurity but I can see a day when we would all need to insert our IDs into a computer access dongle.

This is very critical in sensitive research areas (e.g. biomedicine, technology innovation, etc) as described in the report. Caution needs to be considered not to generalize across all areas that includes less sensitive research where 'over-security' could hinder information flow, reach or speed.

Agree, but still need to have adequate flexibility for faculty to manage computing systems and share information.

Current security protocols are already over the top and waste a lot of faculty time.

This is a key threat that requires vigilance but needs to be done in a way that doesn't paralyze work.

This could greatly restrict research capabilities.

I thought this was already being done.

This would be helpful, unless it too greatly restricted access to campus computing resources when a faculty member is travelling or visiting a research centre.

In theory this is a good idea. But if this is just an excuse to go to centralization as was done in AgriLife I am NOT for it.

Cybersecurity will be more and more of a problem, although 2-factor ID is kind of a pain.

Let's not buy into a quad-duo push, PLEASE!

The only one I agree with!

The university already handed out my personal information (and my wife and daughters) years ago to cyber criminals, so we have to use IRS IDs for the foreseeable future. It would be prudent to help other faculty and employees avoid this fate.

This needs to be done very carefully, since otherwise it might cause significant overhead and delay for researchers due to unnecessary security assessment.

the computer requests and requests explanations are always badly written, hard to understand and difficult to implement.

I recognize the importance of cybersecurity. However, my experience is that central IT bureaucrats tend to badly overuse it as an excuse to make policies that make their own life easier, but also makes research almost impossible.

Cybersecurity is already heavy handed. I worry about my ability to get my work done if it gets tighter.

Comment on how implementation of this recommendation might affect your rese...

It's a nice idea, but I'm not sure how much it will really matter in practice. Isn't this already a priority that we take seriously? I fear that too much emphasis will produce a draconian system that makes basic functions unnecessarily challenging.

Texas A&M University had a strong record of prioritizing cybersecurity in the 25+ years prior to 2014. Certainly, cybersecurity threats have continued to increase in recent years. My sense is that IT funding has not increased at the level necessary to support this great university.

It depends how onerous the implementation is. If onerous, then my program will suffer.

Who could disagree with this.

Why even ask this.

Prioritizing cybersecurity will just mean more paperwork and restrictions on researchers. There needs to be more researcher-advocates in IT

Use common sense.

will protect my data and my research environment

The current prioritization of cybersecurity has already caused a lot of damage to campus operations, ranging from us renegeing on job offers that we had made to students because emails erroneously ended up in junk mail folders, to borderline bricked laptops because of buggy security software, to constantly being kicked out of university pages, and so on. Cybersecurity should absolutely not be prioritized. Rather, it should be implemented more smartly. We are operating with vendors who deploy subpar software on our operational platforms. Instead of more cybersecurity we should do smarter cybersecurity.

We need to have a secure computing infrastructure, but many of the things that are being forced on us don't actually make us any more secure. We need to prioritize sensible cybersecurity

Really, this is a recommendation? I would hope it is top priority now!

We are already prioritizing cybersecurity. The software I use for research often gets locked out and IT people have to spend a long time figuring it out. We have 16 digit passwords and two-factor identification. Might there be other costs associated with enhanced cybersecurity? I almost was locked out of my classroom when the wifi went down on the first day.

This has already been overdone.

Depends on how this is done and by whom and for what purposes.

This is already the priority and it paralyzes everything else. But, hard to argue with cybersecurity and so we accept a lot of silly follow-the-other school policies.

YES!!

Security and function are always a tradeoff. Why not just have no internet? Security fixed! Oh yeah - the internet is helpful...

Has to be implemented in such a way as to accommodate research needs.

Our security is already more cumbersome than most universities. Hard to know if this is necessary evil or structural inefficiency. Current procedures are not designed with any eye toward saving faculty time and so I expect this to get worse.

The cybersecurity is already overzealous and makes it hard to work with people outside the organization.

Comment on how implementation of this recommendation might affect your rese...

The problem is that the most secure computer is one that is turned off. The cyber security should not be at the expense of performance and ease of use. As such the need to use duo every two days creates problems since if my phone battery runs down I cannot access university services!

Prioritize cybersecurity over what? Over getting our jobs done? Over effective communication? "Prioritize" is a relative to word, and failure to recognize that simply obfuscates the consequences.

Cybersecurity is already viewed as being extremely important.

Agree in principle- but not in practice. We generally err on the side of too much security and it HINDERS PIs ability to get their work and research programs done.

The cybersecurity cuts both ways. It hurts as much as it helps. Increasing security will further hurt ease of collaboration internally and externally.

Never had trouble with security. Not sure it is a problem.

This needs to take into consideration that some research in computer systems can't be made unfeasible.

While I recognize the importance of cybersecurity, researchers like myself require a flexible environment to research. Rigid requirements in the same of security will tie us researchers down instead. Ideally we require a safe/secure sandbox. Clear guidance should be provided for researchers to follow.

Too general to comment on. Depends on how it is interpreted and implemented. To the extent that it is used as a justification for centralization I disagree. Research is an inherently diverse undertaking. Centralization reduces response time and undermines situational knowledge and context. Balance is critical.

No because again IT already lets such a priority on cybersecurity the ability of us to effectively utilize IT for our research programs have diminished. They seem happier to ignore that most of the computational power used in most research intensive departments are connected to the instruments and tools researchers need to collect and analyze data rather than sitting on the desks of the faculty and trainees. Their policies and plans largely ignore the \$2-3000 computer that is needed to run most of the \$200,000-1,000,000 cutting edge instruments.

hopefully, this doesn't mean more preferential licensing deals and graft, in the service of obtaining bad software and services.

IT needs to be stress-tested occasionally so we are aware of what the risks are. Currently cybersecurity is held like a sword over our heads because training us to be more effective at preventing cyber attacks is sporadic.

I'm okay with this, but our department has no phones and we are required to use Duo. This means that my employer mandates that I use my personal phone (and that I must have a smartphone) yet it does not allow IT to touch a "personal device". This is frustrating.

IT has to balance openness and security

we need to secure our campus services, but we are also a public school, so prioritization over what? Fort Knox is not going to be good we need to be able to share data and ideas with collaborators, large data sharing is an issue as it is.

Would very likely make my technology-based research more stream-lined.

We do prioritize it- to the point of interfering with getting anything done due to buggy security software.

This is already a priority

This is an important concern. However, it will be critical that in making sure campus services are safe they do so in away that does not hamper research making using computers and associated resources unnecessarily challenging and burdensome. A balance between security needs and burden on research needs to be found.

Comment on how implementation of this recommendation might affect your rese...

More tags and oversight.

Tempted to ask: WHY WASNT IT A PRIORITY BEFORE?

This scares the heck out of me. We definitely need to invest here to keep up with the threat.

But how - that is the question NOT inline with #1

This could result in loss of utility - we have seen this before.

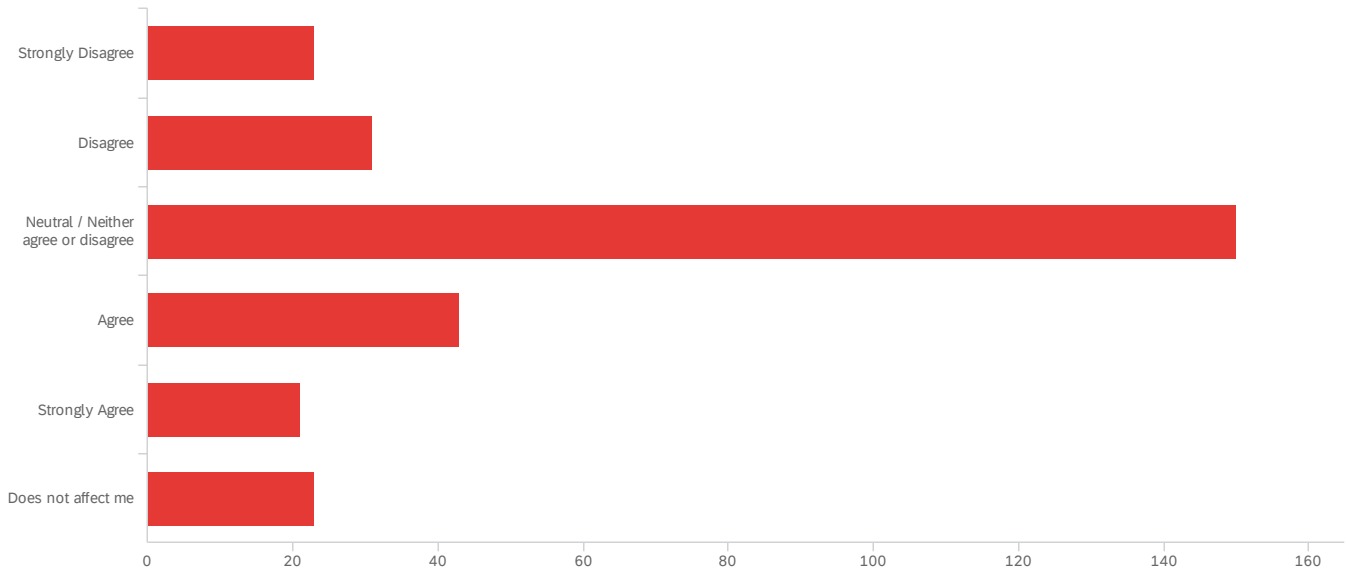
Of course. Again, another generic recommendation.

"Prioritizing cybersecurity" often comes with unnecessarily reducing functionality for responsible users in order to make a blanket policy that fits the entire campus or system. Need to make sure the proposed strategy is commensurate with the problem and doesn't actually make the system harder to use (or give further indication to IT personnel that the rest of campus works for them instead of vice-versa).

Prioritize over what?

Q11.4 - Recommendation #4: Utilize project managers. Do you concur with this

recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #4: Utilize project managers. Do you concur with this recommendation?	22.00	27.00	24.26	1.22	1.50	291

#	Field	Choice Count
22	Strongly Disagree	7.90% 23
23	Disagree	10.65% 31
24	Neutral / Neither agree or disagree	51.55% 150
25	Agree	14.78% 43
26	Strongly Agree	7.22% 21
27	Does not affect me	7.90% 23

291

Showing rows 1 - 7 of 7

Q11.4A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

What does this entail?

I'm not sure what this means in the context of IT.

More administration is never the answer. The faculty and staff need support, not paper pushers.

Another level of functionaries unrelated to the core mission of Research or Teaching.

Utilizing competent project managers is good. PMP certification just means someone knows how to memorize and repeat PMI's lexicon and earn PMI money. Unfortunately certification is increasingly a requirement in some fields but that doesn't mean we should actively contribute to it.

No clue what this even means

The recommendation is for external project managers. The vast majority of the proposed restructurings need people with knowledge of the current operations and awareness of the needs that the restructuring is trying to address. Adding project managers can in some situations lead to a situation where timelines are prioritized at the expense of meeting the intent of the effort, and also in some cases led to feelings of resentment that efforts were heavily top-down. Opportunities for valuable input from stakeholders all along the planning and implementation process for all of these proposed restructurings is essential to making meaningful and impactful changes.

Another level of micromanagement and you will probably try to charge each grant for it.

We have always used project managers..... there is no clear definition or description of how this will work and how my research will be affected with regard to choosing my own project manager.

Don't know what this implies.

We already utilize project managers locally within our award on all integrated application development projects. However, this all depends on how it is implemented. Project managers will not in and of themselves solve issues or existing problems.

How would a project manager even work with science research?

Sounds like another bureaucrat to hinder my research.

Utilize how? Whatever I don't understand I disagree with.

It depends on what they mean by this. Research projects should be managed by the PIs and not by bureaucrats.

I am not sure what this means so I do not know if it will affect my research program.

Sounds like more justification for administrators instead of teaching and research faculty.

For what? Use people in some centralized office to perform generic project plans and track them?

Comment on how implementation of this recommendation might affect your rese...

We need actual project managers available to researchers on campus. This is a limiting factor for major grants. I personally was unable to take an opportunity PI a \$40M proposal due to the lack of available technical project managers.

train the people here how to manage instead of hiring more middle-people that are disconnected from the actual work to be done but get paid a lot to boss those who are around

don't know what is meant by this

More administration... How much did the university pay for the audit again?

Depends what for and what do they replace

Do not need any more administration.

project managers for what scale projects? Are we to be charged by the university through our grants to pay for these people? I need more information

I don't understand what this means.

Not clear what the implications are.

Possibly. But most of these become compliance officers very quickly.

Accountability important if centralization is happening...

project managers will ensure processes and workflows that will not disrupt researchers work

Is this not something that is already implemented?

NO idea what this means

Again, I do not understand how this would work.

What is the rationale for what is being proposed? Is it to save money, or is the goal to increase efficiency in terms of meeting the needs of each disciplinary unit? It appears that the former is what is being attempted instead of the latter, which is much more important.

I'm a project manager.

Hiring people with 'title project manager' does not mean that we improve project management.

We could save money and train more experienced student workers.

Too general to comment on. Depends on how Utilize is interpreted and implemented. To the extent that it is used as a justification for centralization I disagree. General project management certification is already required by many government sponsors. A mandatory prescribed PM curriculum would burden research and researchers.

no need for middlemen with fat paychecks.

More information needed.

Comment on how implementation of this recommendation might affect your rese...

For what?

This only loosely aligns with modern IT development like agile development.

for what?

Would very likely make my technology-based research more stream-lined.

No idea what this means. We do this now don't we

For what? Don't we already do this?

So, we're going to add more personnel and more bureaucracy?

I have no idea what this means for my context

Utilize them for what?

We don't need another person emailing us to remind us to do something we already know we need to do. Really in an academic system project managers are a complete waste.

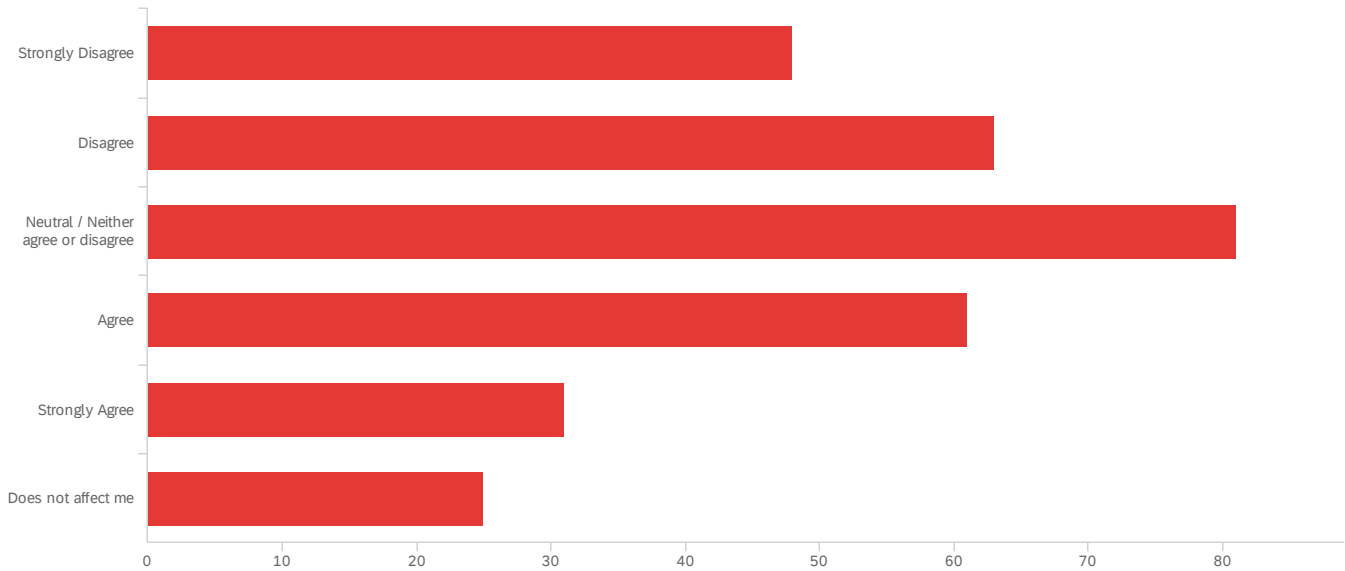
Last thing we need is more bureaucratic levels and oversight.

For what?

Q12. Section X. Marketing and Communications

Q12.1 - Recommendation #1: Centralize marketing and communications across the

university. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #1: Centralize marketing and communications across the university. Do you concur with this recommendation?	22.00	27.00	24.13	1.46	2.14	309

#	Field	Choice Count
22	Strongly Disagree	15.53% 48
23	Disagree	20.39% 63
24	Neutral / Neither agree or disagree	26.21% 81
25	Agree	19.74% 61
26	Strongly Agree	10.03% 31
27	Does not affect me	8.09% 25

309

Showing rows 1 - 7 of 7

Q12.1A - Comment on how implementation of this recommendation might affect your

research program:

Comment on how implementation of this recommendation might affect your rese...

Bad idea. Communications has a wide audience and readership. Centralization would only serve to confuse communication

Improve the visibility of a unified organization for all the citizen of Texas. Highly needed !

While I think our current marketing and communications team for geosciences is subpar at best, centralization would make press releases much harder. Having a team of people who understand our research helps to expedite these types of communication to the public.

What works for one College doesn't necessarily work for others, there is no "one size fits all" system. Coordination is important, but not centralization.

This is similar to advising in that discipline-specific knowledge is sometimes needed.

This sounds subject to favoritism and parochialism. How about ensuring that each academic unit has equitable resources for housing their own high quality marketing and communications capabilities instead?

I am worried that by centralizing ALL Comms on campus that we will repeat the same story lines and lose anything that the top of TAMU doesn't "bless" as valuable. This won't work for anyone who is not Engineering. The current system works just fine to reach the full range of audiences that a university as large as ours has. In my opinion, we need MORE communications officers, not fewer, to get the great stories of our research out into the press. Centralizing this is the tail wagging the dog.

The centralization efforts in our college have led to less flexibility and more limited impact from my perspective.

It could work. How would you market smaller specialized units?

Marketing and communications shouldn't be joined at the hip.

There should be collaboration-- but our research work is advertised mainly via our College -- and Center social media (with oversight at the College) - why would we delay stories on our research by working through some center office. Please do not take away our College Mar-Comm.

This all depends on how it is implemented. Our college communication staff is fantastic and understand our needs.

Will there be assurance that the marketing and communication is fairly and equitably distributed?

Each department needs to be able to do their own efforts by themselves.

Smaller units like colleges are in a much better position to market and communicate their own unique strengths and achievements than a centralized office. For instance, my college is doing an excellent job in this area.

Unless they really divide this centralized unit into meaningful subunits, we'll just get a cookie-cutter approach that will probably strongly favor "flagship" units to the detriment of others.

Centralization at that scale almost never works

Comment on how implementation of this recommendation might affect your rese...

will not affect my research program

Under COALS new "centralization" of communications, departments and student organization have to have every little item sent in and approved...which is a bit over-the-top. Centralizing even further seems like an even more bad idea.

We already have centralized marketing and the small colleges get ignored. We may need more coordination, but college of education won't get the same coverage if the university is doing it.

Again, no one size fits all need or skill sets. Need focus and targeted approaches to fit needs.

Does not affect my research.

I often learn about the new things at the University through social media before I do through my workplace. For example, notifications of closures due to winter weather and Covid were easier to follow on facebook and I would find out about these changes through facebook and student emails before official university communications through my work email and emergency alert system app on my phone. Uncertainty about access to laboratories and delays in getting the information disrupts research projects so making that more effective would help.

While I agree in principle, it is useful to have marketing people within a college as they are the ones who know best what is going on "locally." I hope, therefore, that we can improve the situation by cutting down the time it takes to get publicity material about new research efforts out.

how can 4-5 people represent all researchers in press releases and the like?

It should be a federated system, otherwise units will not receive the level of custom-made marketing that they currently have. This is adding needless layers of bureaucracy and will wind up with a vastly inferior product and very upset customers.

A strong unified message can benefit the research enterprise. But we need to keep (and cultivate new) personnel specialized in communications for specific areas. Centralize but don't de-specialize.

While there is some value to have more connections between the various communication folks, we need to maintain people in the units that are in touch with what's happening in the units.

Centralization would only make things worse.

sounds like a good idea. But we still need a press officer at the college level to feed communications.

Does not affect my research.

At the moment, the centralized communication office does not appreciate our contributions and provide little feedback.

we already do this

Already been done. The Athletics department already gets too much money.

very difficult to service all branches equally. service will overall decline with a few spotlights of excellence.

This will disconnect people in departments from the PR arm of the university...

There is not a formula for promoting certain programs within the college except based on relationships with communication office. Those without relationships may not get attention. Decentralized helps college with strategic marketing goals which can be helpful for federal and commercial outreach.

Comment on how implementation of this recommendation might affect your rese...

How does this work? Are we marketing one College over another? are we marketing TAMU, when we're really needing to recruit for a specific program? I can't see this working out.

I am concerned that the idea of "streamlining" digital presence will lead to a lack of differentiation across units and will stifle our ability to tailor the messages about research from our college and departments.

Units know what is need to market their educational program and research efforts. If it is centralized, it will still require specialization of individuals for the different units.

isn't it already?

The diverse activities of some areas require specialized understanding of unit operations.

This would only be an improvement as we currently get 0 marcom support

As long as this does not lead to dramatic increases in cost for this.

Marketing is best handled at the college level and at the unit level within the college.

could be helpful IF not focused on compliance and oversight

However the quality need to be improved.

Dr. Banks centralized communications to the college of engineering as dean. This has been a disaster. At the department level, communications support is horrible and we have no ability to improve it.

I am skeptical of TAMU's ability to offer high-quality services through centralized services at scale.

A&M should have a single image and a unified presence to the outside.

As noted above, research is an inherently diverse undertaking. Centralization reduces response time and undermines situational knowledge and context. While there are some obvious common elements, at the research program level, marketing and promulgation of results are to a great extent unique. The A&M brand can be consistently maintained across research programs without a centralized marketing function. Discipline and college character and a consistent A&M brand are not mutually exclusive. Research would be negatively impacted by the added bureaucracy.

How will individual College mar-comm get accomplished? This is but one more layer for researchers to have to go through to get their work marketed and communicated to the public.

Centralized marketing can not possible care enough about individual units or know enough about them to actually be successful at that marketing

A major problem that we have faced in our college is the centralization of communications. For example, when we come up with an important finding it takes a long time to get the communication out since everything has to be routed to the college-level communication office. A possible solution is to have a central system but provide the departments with the ability to manage communication issues related to research done by their faculty.

But then paying for it must be centralized too. Us small colleges have to pay disproportionately more to be completely staffed for communications at the moment. That does not mean we should have to pay into a central pool and then get ignored because the larger colleges scarf up all the resources. If you're gong to end up with that plan, leave us alone.

There has been a long history of centralization at TAMU, often to seek control or improve efficiency. Units often resist this because the quality of service suffers. The issue at TAMU if those support units that provide services (finance, facilities, HR, IT...) have to get better.

Comment on how implementation of this recommendation might affect your rese...

This may result in generic marketing and communications. A coordinated effort versus centralization seems more reasonable and effective.

more centralization bs

again local knowledge will get lost.

It has been helpful having a College-specific mark-comm staff who understands our research priorities to disseminate information about our research programs and develop project-specific, college-branded materials for projects.

Our department never gets publicity- this will just make it worse. Little accountability for not doing anything will go to zero accountability for getting the word out about the great research and education here.

too centralized

Consolidation would not be beneficial. Agencies and colleges are too different.

From a research promotion perspective, this could be helpful. In my current college, there seems to be less marketing and promotion of research and ongoing work than other colleges so having this centralized may help with the broader dissemination of work from around the university which can have snowballing positive impacts later on.

A central system does not know of the particulars. Bad idea!

I worry that my research communications that are often timely will be slowed down. Also, my college marketing staff know me and my work and we work together regularly to strategize promotional material. Without that person touch and the ability to move quickly and manage my own communications I will not be able to meet the standards of broader impacts of my grants.

Units must retain the ability to publicize what they feel is important. we have already seen massive delays in building faculty websites since agrilife centralized this. if this is going to happen, local units must retain the ability to act quickly and independently to promote their own faculty and students.

Some of us are not interested in marketing.

already too much spent on this

This will slow things down greatly.

Brand solidarity is impactful

Our current Marketing and communications approach doesn't know what I do as a scientist, nor does it publicize it as it is. The only way our research is ever featured is because of the contacts I have in media. Centralizing marketing will not help bring attention to our research or provide the attention that funding agencies like NIH and others like to see.

Centralization will make it much less efficient. There is already too much bureaucracy. Centralization would make it worse.

This could be good if done well. There must be a mechanism in place to guarantee accountability to stakeholders beyond the president's office (i.e., to colleges, departments, labs, PIs...).

Need domain expertise in this process

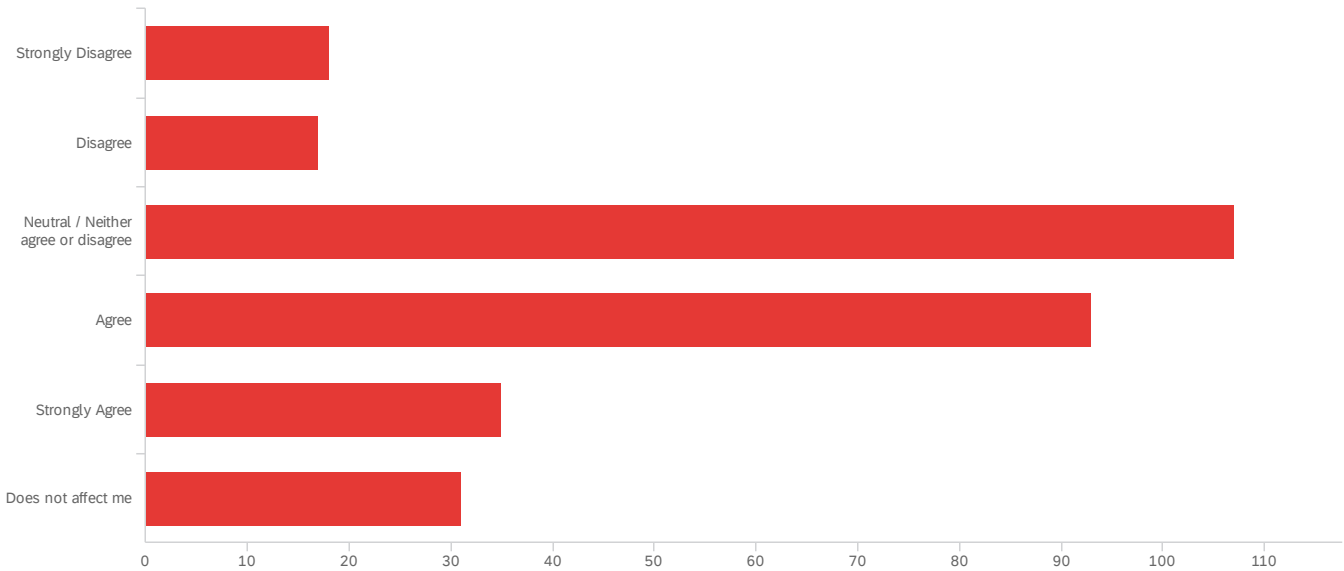
Local communication specialists are an advantage as they know the players and can get news stories out fast

Comment on how implementation of this recommendation might affect your rese...

Centralized almost anything assures poor service and no one to blame.

This occurred previously and was highly ineffective. It took weeks to months to accomplish anything.

Q12.2 - Recommendation #2: Clarify university marketing and branding guidelines, training processes, and a mechanism for enforcement of those guidelines. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #2: Clarify university marketing and branding guidelines, training processes, and a mechanism for enforcement of those guidelines. Do you concur with this recommendation?	22.00	27.00	24.67	1.24	1.54	301

#	Field	Choice Count
22	Strongly Disagree	5.98% 18
23	Disagree	5.65% 17
24	Neutral / Neither agree or disagree	35.55% 107
25	Agree	30.90% 93
26	Strongly Agree	11.63% 35
27	Does not affect me	10.30% 31

301

Showing rows 1 - 7 of 7

Q12.2A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

The focus on branding and guideline is already over emphasized. Increased flexibility would increase morale. The university can realize cost savings by reducing these activities.

see above. Tell unified stories will provide a better understanding of what and why we do research for the benefit of all Texans

This seems like an incredible waste of money. TAMU changes its branding guidelines too frequently to keep up with this.

Policing marketing and branding seems like a very low priority.

As faculty in an agency, it seems like TAMU often gets credit for our work. Efforts that TAMU makes to improve consistency in branding should help with branding of the agencies.

OK as long as it doesn't turn into the branding Gestapo.

This university is obsessed with branding and changes it way too often. Have some brands, release them to the community under clear communications, and move on. Enforcement? No thank you.

Branding requirements stand directly in between my research dissemination activities and my work. Enough with the branding and publicity restraints!

I think this is fairly clear.

Once again, A&M is much more than Agriculture and Engineering. Smaller units should have substantial flexibilities in their marketing practices.

Seems like a bunch of red tape that will impede our ability to reach the public with respect to our research mission or more broadly.

will not affect my research program

Is this not done now?

enforcement of branding sounds horrible and lame. celebrate the ways we represent TAMU instead of forcing us to comply to one vision. it's too big a school for that.

I have always been disconcerted in that if one looks at all publications arising from a given department, the faculty or PIs use a dozen different addresses to represent the same department and/or research location.

need to have sensible "enforcement:"

Why are you asking me this? If the guidelines are not clear, then clarify them. Don't ask me. I thought that we already did do enforcement of our branding

Does not affect my research.

Comment on how implementation of this recommendation might affect your rese...

Expending these efforts moves away from the core functions of the university.

I don't think the consistency of marketing and branding is really TAMU's problem. The problem is that some programs are marketed more or better than others.

mechanisms for enforcement? WTF? depends entirely on what this actually means.

Not high on the list of problems.

branding is fine but the logos are so ugly

Progress is made by individuals and not by putting in place regulations that narrow original thinking.

could be helpful IF not focused on oversight and compliance

Makes more sense than centralization as described above. A centralized enforcement organization is not necessary. Research would be negatively impacted by the added bureaucracy.

Might make it a lot easier to identify valuable donors for endowed positions to support the research enterprise.

Would very likely make the process more stream-lined.

Already do this and this sounds like it will be intrusive

Clarity is good, particularly for talks and posters etc. Enforcement feels a bit ominous. What will happen to PIs or students if something is accidentally misused with good intention? Presumably the training would help, but this can't be overly burdensome in terms of time.

maroon is the color of money, what else one needs to know?

I read this as they will take over our social media and website accounts and thus will have to approve each item produced.

Do not let BIG MONEY drive our structural growth.

sigh

The guidelines are already clear; this will continue slow-down any attention brought to our findings (I could share with you my ongoing battle about 'logos' vs. 'artwork' on our lab website, but I won't).

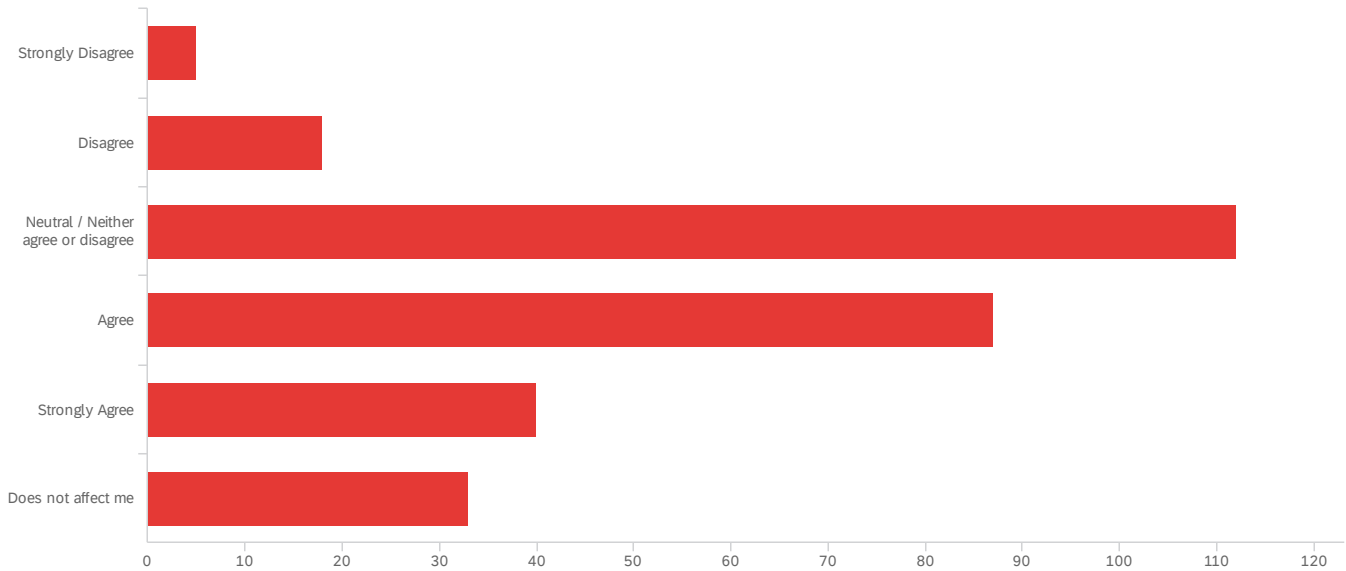
Centralization will make it much less efficient. There is already too much bureaucracy. Centralization would make it worse. This would create chaos.

Please ensure that this does not become an impediment to timely communication.

Different units must be allowed to be creative. Some fundamental guidelines are okay

We are a University, not Coke Cola.

Q12.3 - Recommendation #3: Streamline digital presence and contracts. Do you concur with this recommendation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recommendation #3: Streamline digital presence and contracts. Do you concur with this recommendation?	22.00	27.00	24.81	1.15	1.32	295

#	Field	Choice Count
22	Strongly Disagree	1.69% 5
23	Disagree	6.10% 18
24	Neutral / Neither agree or disagree	37.97% 112
25	Agree	29.49% 87
26	Strongly Agree	13.56% 40
27	Does not affect me	11.19% 33

295

Showing rows 1 - 7 of 7

Q12.3A - Comment on how implementation of this recommendation might affect your research program:

Comment on how implementation of this recommendation might affect your rese...

What does this entail?

Improving information delivery with proper and dynamic website is critical

Not sure what this really means. "streamlining contracts" ??

I don't know enough about this to comment. "Unsure" would be a better characterization than Neutral. This seems like a daunting task, if it takes too long, the review itself might already be stale.

This will be a nightmare to implement and could interfere with faculty visibility.

My professional website, and that of my department is an important part of how I function in my research discipline. I would be concerned that 'streamlining' may make it harder to keep these resources up to date, and diminish the value of these resources to advance our core mission of research. (Sorry, I have read 80+ pages of incomprehensible and poorly written management speak that my English-teacher mother would want to run a red pen through.)

I don't really understand what needs to be fixed.

See comments in response to Recommendation #1 and #2.

will not affect my research program

It takes a VERY long time to get a contract established. I have personally lost big contracts due to slow responses....mostly with legal reviews. Other contracts have been threatened due to the lengthy time. This process should take no more than a couple of business days, and the communications are terrible.

While this is great efficiency, it also has "big brother" potential and with the conservative leaning of administration I don't want knowledge dispersion limited by fears about donors.

Too process heavy and clumsy at present.

Not clear what this means entirely from the report.

has the potential to get research news out faster

Depends on what is meant by "streamline"

Does not affect my research.

I am concerned that the idea of "streamlining" digital presence will lead to a lack of differentiation across units and will stifle our ability to tailor the messages about research from our college and departments.

Comment on how implementation of this recommendation might affect your rese...

Some strengths and some weaknesses with this one. Standardizing software purchasing agreements across all agencies and colleges is a good idea. However, to control the software that individual scientists use would be Orwellian and totally counterproductive.

could be helpful

We should have done everything digital. Physical signatures should have long gone, but it seems some units still require a hand-written signature despite the pandemic.

More centralization as the expense of the character of disciplines and colleges. Research would be negatively impacted by the added bureaucracy.

At the moment we are struggling to find all the disparate places contracts are kept because there is a sense there are several "OGC" offices - it seems like every MTA/NDA/contract goes to a different place and no-one knows who should be tracking them.

I understand the desire to have a unified visual and structural digital presence. That said, the more centralized this is, the less responsive it is. Getting changes made quickly becomes really difficult to do.

anything that make process more efficient is in principle good but if that means that we lose flexibility and freedom not good.

Would very likely make my technology-based research more stream-lined.

I have a hard time seeing what this would mean but I could see this potentially negatively impacting lab related social media presences. These are important for community outreach, recruitment, and dissemination of work. More information on the implementation here is critical, but it could make using social media more challenging for PIs

We just got a new website and I don't want to have to go through that again.

Doesn't make sense.

Centralized almost anything assures poor service and no one to blame.

Agreement and Contract negotiations is a confusing mess. I never know who to talk to. And it changes all the time. Hit delete and try again.

Q13. If there are areas that you feel impact your research program, but were not listed within the MGT Report, please provide below

Q13 - If there are areas that you feel impact your research program, but were not listed

within the MGT Report, please provide below.

If there are areas that you feel impact your research program, but were not...

Overall, proposals in the report indicate a lack of understanding of two things: The inherent nature of academic and research activities at a university differ from those in a business, and the university does not supply all necessary resources for research.

There is a fear that the vertical integration / centralization is a move to consolidate power -- a move out of the playbook of autocrats around the world. The frog jumps out of the pot if the temperature rises too quickly but will cook to death if the change is slow.

There should be a clear plan set in place for engaging the faculty, a timeline, a cost estimate (facilities, administration, staff, faculty), etc... It is essential to have an estimation of the net increase or decrease in administration, faculty, and staff positions associated with the reorganization.

Research is most effective when it is responsive and flexible. Centralization almost always increases delay through more levels of bureaucracy, and it removes flexibility in exchange for uniformity. Research is a creative endeavor that requires maximum flexibility. It should be administrated as close to the faculty unit as possible.

The colleges of Agriculture and Life Sciences and Engineering interact extensively with Brazos County-based agencies. The two colleges and the agencies provide a large portion of the TAMU research expenditures. The report seems to side-step the issue of if and how these colleges should be involved in the various centralization recommendations. Apparently, communication among TAMU and the agencies is improving; this communication is critical for successfully carrying out many of the recommendations of the report, should TAMU choose to.

This report and its recommendations have a strong emphasis on centralization. That may create some efficiencies, but also can result in worse service and more vulnerability/less resilience when things do not go to plan. Some previous university initiatives to promote efficiency and service through centralization and consolidation have been and continue to be the opposite of what was advertised. Perhaps the problem is not so much the organization and structure but rather those who are managing and occupying them.

How will the restructuring of academic units (departments and colleges) impact donations/fund raising? Evaluation will be needed.

Any changes should not result in increased student fees or burden to PIs.

There are many issues with the report: a) Need analysis of costs, not just benefits of these changes (need pros and cons), b) Need input from faculty, deans, heads, CPI, Faculty Senate, staff, etc, c) Need to solicit more input and thorough input; not just rush through changes, d) Unscientific collection of data, large contribution by former students, old sources, no pros/cons, no evidence that these differences are better at other universities; many errors that make it clear they don't understand the details of organization in this huge complicated university, e) Some universities listed are not our peer institutions, f) Some recommendations were to change back to things from 5 or 10 years ago. In terms of research, there is very little mention of research in the report, and no mention of graduate students. It is not clear how many of these recommendations are consistent with the mission of this university as an R1 and AAU university, with a focus on research/teaching/service, not on treating us as a corporation.

I did not see a question regarding the move of Construction Science to the COE. Because this degree is not calculus based, it does not fit in engineering. In addition, there is a construction engineering and management focus already in civil engineering. This will cause issues down the road.

Providing enough support for graduate student research and teaching assistants would make a big difference to the kinds of doctoral students we can attract and, thus, the level of genuine research assistance we can get from those within the department. In my field, TAMU assistantships are 1/2 of what students can earn elsewhere.

The realization that this is a fait accompli, that the president was somewhat disingenuous in commissioning this report apparently to justify post-facto her re-organization goals, as well as the quietly underhanded way that the hiring freeze on faculty was rolled out, do a great deal to undermine my morale, and make me wish that I were working somewhere else.

If there are areas that you feel impact your research program, but were not...

The proliferation of new software platforms that do not do what they are supposed to do and do not talk to each other! Please take a look at how poor software platforms are sucking the hours (and souls) out of faculty and administrative staff. Let's try to coordinate software packages to more effectively share information, let's have people who actually answer the phone to provide the one thing you need to know to get unstuck

I disagree with doing away with the Dean of Faculties. The MGT Report recommendations ensure the erosion of faculty governance worse than it has already been eroded.

General comments. The lack of transparency and the quick turnaround without sufficient input are disappointing to say the least. Shared governance demands (as well as respect for the faculty and students represented) a careful approach to spending dollars that support faculty and student success. What I see is a rush to spend research dollars on "showcase" programs and centers. I have not seen transparency in this process and real effort to involve the faculty or student voices in this process.

Yes, the report states that it does not make detailed recommendations to parts of TAMU including the Division of Research. As a PI that has a problematic project officer assigned by SRS and projects that are described as complicated by the IRB, I personally think it was a waste of money to overlook this unit at TAMU. They are integral to the success of PIs and their research endeavors and it is a shame to spend more time responding to non-competence out of the Division of Research than I have time to work on funded projects, dissemination of work and finding more funding opportunities. Additionally,

On the whole, the report clearly reads like a fait accompli, and it is very discouraging to see the ways in which the recommendations will consolidate power with the President's office at the expense of faculty governance. It is discouraging to see how some of us are so obviously devalued, despite our work and accomplishments, and our dedication to Vision 2020 and to the values of our AAU, Research 1 intensive institution. There are some nice touches in the report, but these do not offset the negative messages and the apparent intent.

All in all, this is a project of further bureaucratization of the great university. Will mostly be very harmful.

survey was way too long and report was not sufficient to explain these major changes.

The overall philosophy presented in the report is concerning. The university does not have a positive track record when it comes to centralization of services. Should an organization with 70,000+ people be centralized this heavily? Like with anything else, the details of implementation are going to be what really determine how this impacts research productivity. Rapid changes taken with poor oversight and little community buy-in aren't going to help anything but the short-term bottom line.

Teaching loads and policies concerning what happens when you cover some of your 9-month with grant funding seems really all over the place across colleges and departments at TAMU, and this could really be handled better. There needs to be more concrete and equitable policies for indirect costs as they pertain to services that fall under the purview of the VPR, institutes, or other non-college entities.

-- Allow faculty members more permission to install more software programs on their work computer

Elevating basic science research is imperative for TAMU's stature as an internationally recognized research university.

The University should review the decision to outsource Facilities. We have not been open in assessing both the increased costs and poor service the University has received since outsourcing.

Too many paperwork-- for instance, agrlife and CALS-- Hiring one person takes too long and too much work. More, they delined the applicants for so-called security issues-- but the applicants who were rejected by them were immediately accepted by other universities like Ohio State, MSU, or Cornell! The Human resource, ethic, and export control department/office ect need to be cleared and be re-organzied to faciliate and promote the research on campus, rather, creating barriers and problems for faculty here. Also, our school is too conversative to recruit foreign scientists. Should learn from MIT, Cornell, ect.

Moving the technology management program to engineering will negatively affect student retention. Report citations are too old and a number of pieces show a lack of understanding of academia.

It is really hard to recruit good research and support staff already. If staff become demoralized across campus it will be impossible. This will affect us all.

If there are areas that you feel impact your research program, but were not...

Recruiting graduate students, post-docs, and future faculty are extremely difficult with the level of uncertainty that has been injected into the university organizational structure by this report, especially in the geosciences and biosciences that face major potential organizational changes. Folks drawn to the TAMU by the existing academic structure will likely not come (if we are honest with recruits about the situation) and the loss will impact research productivity for years. Pending and active awards that rely on the current resources available and the current organizational structure and personnel will have no transition period if these actions are implemented during the grant period. Grants that will be resubmitted will need to be revised to account of the different availability of resources and facilities, which will add significant time to revising those proposals.

The peer institutions cited in this report are half the size of Texas A&M. Centralized resources, and a large CAS of departments with no shared mission, are likely to increase inefficiencies at this super-sized university. What makes Texas A&M work, is that we have the resources of this super-sized institution, while being able to work at a functional scale within efficient colleges. Labs were closed and slowed down last year. Students were isolated, and incoming students are not as well prepared as in previous years. We need to use our time right now to regroup and support students. The implementation of these massive changes will distract Texas A&M from regaining ground and being competitive for the next generation.

There is no mention of separate groups such as GERG, TAES, or TEES. While GERG is currently under the Department of Oceanography, much of its work is more suited to engineering. Should all such semi-autonomous institutes be put under one of the extension services?

The MGT Report did not details the numerous levels of Associate Deans that would be needed to run an Arts and Sciences College with 30+ departments, many of which have orthogonal cultures and needs.

TAMU did not received its money's worth for this report.

The report lacks any data, and it does not describe advantages or disadvantages for all of these proposed changes. This makes it impossible to judge. Having this ridiculous document be made public without any heads up has created chaos and has forced departments and colleges to spend a significant amount of time trying to figure out what it means. I think a vote of no confidence in the President Banks is the only viable option at this point. This is not how a major University should be governed.

the MGT Report is not predicated on enhancing the core missions of a flagship university providing leadership in graduate training and high impact research. All recommendations are suspect because cost-savings are recommended without regard for impact on the flagship mission. Junior colleges can run at lower costs but cannot fulfill the flagship mission. Many recommendations in this report would degrade my ability and my department's ability to excel in graduate education and research.

In the implementation of any of these recommendations the details are very critical. One needs to think seriously about unintended consequences and have exceptions for specialized research programs & facilities that don't fit into the overall new scheme.

guaranteed access to SRS personell. If someone does not respond, kick the request to someone else. I am waiting 5 days on a budget to be inserted into my NSF proposal.

Please do not let the Department of Economics go to the Policy School. No top rated Econ departments are there. No top rated Policy Schools have econ departments in them. It is not a good fit.

The report does not include an in-depth analysis of the pros and cons of each proposed change. Also, it is not clear why they picked specific areas of concerns while ignoring others. Lastly, just having surveys without holding town-hall like meetings or encouraging two-way conversations between the administration and the faculty would be suboptimal. Moreover, the administrators should interact with the faculty directly before implementing any impactful changes.

The biggest and scariest things are the consolidation of the student advising, changing the library structure, and eliminating the office of diversity. These are remarkably short-sighted and reflect poorly on our university.

Leadership. Making the correct employment decisions is obviously critical. Our track record can be improved.

The survey data are very sparse for students and faculty. Management / administration is dramatically over-represented in the survey data. This causes basic distortions in the starting points for the proposal.

Better utilize, highlight, and share the Research, Community Education, and Training Centers on campus. GREAT work happening and no one is talking about it.

If there are areas that you feel impact your research program, but were not...

Major concerns are the moving of the College of Vet Med funding to Agrilife from TAMU will be a disaster. Need VSP program to initiate ASAP!!!

Communicating (well after this round) with students/faculty/staff is important. Prioritize the changes and implement only a few at a time. Allow some time for stability to be observed before going on to new things. Groundtruth if intended effects are actually happening and have robust plans for what to do if a change is not working out as intended.

The University should strengthen the Intellectual property office. Recommendations were silent on student and faculty diversity. It is important that the TAMU system addresses the lack of visible minorities in STEM, I was surprised that this is not being addressed.

I may leave the university, which will severely impact my research program!!

1. The overarching premise in the report seems to be that a university's only goal is student success and that a university should focus on efficiency foremost. These goals are flawed for a number of reasons, one being that that student success is not defined at all in the report, although one might infer from the report that student success means students are happy. This is a fundamentally flawed goal for a university of any class, and certainly of any university of our caliber. Universities create knowledge including fundamental knowledge about how the world works, and they educate their constituents, whether students, faculty, or the general public. This report assumes that the creation of knowledge (also known as research) is not core to this university, and it assumes that by being efficient, the university will of course be successful. 2. The element of this report that I find most distasteful is that it has given no consideration to the massive disruption to the humans affected by all the changes proposed, nor does it address the massive disruptions to educational practices, research activities, and administrative work that would be necessary were all the recommendations to be implemented, with a turnaround time for comment-seeking of TWO WEEKS. Such massive changes might be justifiable if the university were on the verge of bankruptcy, about to lose all its accreditations, or under indictment for illegal activities. None of these are true, so the massive disruptions that would clearly occur have no other purpose than to bring faculty and administrators under the thumb of forces outside of our walls and make all departments and colleges look the same and eliminate the academic freedom that make a university what it is. 3. Although the surveys and interviews may have shown conflicts about what DEI means and what the university's culture is, that is not a problem to be solved by demoting DEI efforts. Attitudes about DEI are conflicted across the country. This does not mean that we should bury our efforts – we have come a long way as a university, but we still have a long way to go to serve the diverse state of Texas, to represent the diversity in students AND faculty AND staff, and to uphold basic human rights related to differences among individuals.

Pretty clear that no one collected data on the ground on any of this to understand the actual effects these changes will have, rather than how clean and organized we will now look on paper. I expect chaos. Processes are already breaking and departments are becoming stymied. I am stepping back research goals for next year to allow for the change and I predict a dip in research activity across the U for the coming years. I will be happy to be proven wrong on this, however. If things actually do improve, then I'll step up my game along with.

Supposedly 500,000 persons were contacted for the survey. However, if you sum the faculty, VPs, staff, and students listed, only 21,987 were mentioned. Who were the other 478,013 individuals? What am I missing? Almost everything mentioned in that report (CENTRALIZATION) will result in greatly increased numbers of administrators and thus fewer faculty (think teaching, research, and service!). Additionally, the president will have greatly increased powers, and much less for the provost. This is unbalanced and dangerous.

Unlike a professional report, 1) The report has essentially no data 2) The report for Biology just lists hearsay without investigating whether the idea that Biology is underperforming is true or not 3) For the recommendations, there is no analysis of advantages and disadvantages

Really need to get rid of deadwood faculty who are clogging the associate professor levels

The Texas A&M University System would be much more attractive to high quality academicians were all faculty positions tenure track.

Research grant support is extremely uneven across the university, with many units having minimal access to pre- or post-award support. Improving this is key to increasing the external funding of research on campus.

If there are areas that you feel impact your research program, but were not...

• We are a research university. Our faculty were recruited over the last 20 years with the promise that Texas A&M is on a trajectory to be a strong, research based university. There is very little mention of research or national prominence in the report, and no mention of graduate students or research staff in the report. • The report proposes a four-legged stool structure for the university. It is clear that Engineering, AgriLife, and Texas A&M Health had input into the report and the recommendations. In some cases, their strategic plans are literally quoted in the report. It is equally obvious that no leadership or faculty in the proposed College of Arts & Sciences were consulted or had input into the report. If this college is to be part of the larger structure, it should have started with input into this report. • The report clearly does not include the voice of faculty at all. The proposed realignments of departments are based on stereotyped ideas about disciplines, with no apparent knowledge of the disciplines as they actually are or of the work being done in the units. The re-alignments of departments make no sense. We have faculty who are experts in their disciplines and have experienced multiple administrative structures, and it is egregious not to consult them early in this process. We also have faculty who are experts in organizations and organizational structure, and it makes no sense not to consult their expertise (such as that centralizing often has negative effects).

The hidden cost to PIs of implementation of some of these suggestions is real and not accounted for in the report. The cost of 'efficiencies' is detailed no where in the report. Most of these suggestions feel like foregone conclusions given the unseriousness with which they were justified.

Implementation of the MGT report should reduce administrative costs. Towards that end the reinvestment of the gained funds should be outlined. I believe the most important investment is to improve the overall university rankings by investing in health, arts, and fine arts programs.

Promote a supportive environment for research

Most of the recommendations are reasonable, but the implementation details are critical for success (and largely unknown or not discussed).

what about the VPR? the VPR's office and their divisions (SRS, RDS etc) are atrociously bad. They are making big bucks while doing absolutely nothing. Hold them accountable.

Centralization could impact my ability to move my research. What is meant in the report by the term, "centralized"? We should have more reliable and valid data to make final recommendations. Keep in mind that each college unit has a unique operational culture. I am sure that some decentralized units are working as expected. Centralization of finance, HR, recruitment, advising, and others were named in the report. The report indicates that "there is a perception that excessive bureaucracy and delays in decision making in the Office of the Provost has hindered the faculty's ability to perform the essential functions of education and research." As we know, perception is speculation, but it is not a sufficient condition to arrive at a final conclusion. The question is if things are centralized, then other layers of bureaucracy are added not deleted. The university with all the resources can perfectly conduct a research study to validate this assumption. Clustering several colleges. I would like to know what is the rationale for saying "The academic foundation of the campus could be developed around four large units: AgriLife, Engineering, Arts and Sciences, and Texas A&M Health, with strong connections to other applied academic units but fails to name of these applied academic units. What happened to the College of Education and Human Development? Why 4 units and not 6, or 8 large units for a university represented today by over 71,000 students and the almost 5000 faculty. Today we have over 17 colleges and schools in the university with specific missions. I do not think that because some review of literature indicates clustering is a good way, we need to adopt these models immediately. We have to conduct our own research before to make clustering decisions. The report does not address what is going to happen with academic units that will disappear as a result of these clustering decisions? Are the four large units responding to Texas A&M as a land grant institution? What about the most important foundation of all professions—teachers, administrators, parents, and community--- this is a large portion of the College of Education and Human Development and the foundation of all professions. • Related to the creation of 4 large units, the report indicates that the "new four academic units will receive plenty resources", what about the other colleges that will be losing, and what will they be losing with regards to research? Or what are the applied academic units receiving? How is will equity be achieved? TAMU's culture and diversity, equity, and inclusion (DEI) efforts. I am glad to have read about the critical issues of diversity, equity and inclusion at Texas A&M. I would add Climate as the result combining the 3 aforementioned components. As we know, Texas is a state of minorities with 39.7% Hispanic/Latinx, 12.9% African American, White 41.2% and 6.2% other ethnic groups. Then the critical question is how will TAMU university contribute to provide academic opportunities for ALL the citizen of TX. Diversity issues and equity are part of my research agenda as related to second language learners, so this is a critical area for me.

I was disappointed to see so many new administrative positions. I was also disappointed with the lack of emphasis on faculty research, which is a major part of our mission as a research-extensive AAU university.

Graduate education was almost invisible in the report. This is integral to faculty research programs. There needs to be increased resources for student support, marketing, and websites to help attract and support the best graduate students. Also there is a need to make policies for graduate assistants on TEES and Agri Life accounts more consistent with those on TAMU accounts (e.g. 60 day wait period).

Facilitate ease of data storage and backup.

Because the report, as written by MGT Consulting and Martin+Crumpton Group (M+CG), lacks any substantive cost benefit analysis or quantitative metrics, it is difficult to determine what the findings mean. It is hard to argue with bland mission statements and perceptions.

If there are areas that you feel impact your research program, but were not...

NO clear vision in how to really support research and graduate studies

The MGT report is suspicious. I have no reason to trust the data. Centralization of grants and contracts and IT has been a disaster and the report concludes that we all want more of it... really?

Consolidation is not always helpful. While it can sometimes sound great on paper, in reality, end users suffer.

The MGT Report was a complete waste. It had no vision. Reorganization should start with a vision.

Intellectual Property and research services with industries (not federal gov) largely ignored.

There was nothing in the MGT Report about SRS, IRB, TEES or other research aspects of the university. I have had huge challenges with each of these. Their slow service is my fear for what will happen after this Report is implemented. That said, I find nothing in this report that will make my research better, easier, able to reach more audiences, or encourage more students to join my program. I see my work getting harder and more bureaucratic that takes time away from research, mentoring, and teaching.

The report did not mention Interdisciplinary programs at all, as if they didn't exist. The potential reorganization of Colleges and Units must be accompanied by an evaluation of how and under what circumstances these programs continue. Many of the recommendations require substantial new investments. It is not clear where those resources will come from or which programs will suffer to make room for them. Many recommendations are concerned with greater accountability, but no mention is made of how to increase the accountability of administration to the faculty. For example, why not require to the administration to issue an annual statement describing how IDCs collected from faculty grants have been spent?

I see no evidence in the recommendations of any serious focus on enhancement of learning at TAMU. Just one example: Our product does not write well. At least 25% of Aggies graduate with something less than real literacy. The same percentage cannot write a business letter easily.

Diversity and faculty retention

This report has decreased morale and will lead to more people leaving. The report's numerous errors and false assumptions, and lack of transparency is worrisome.

Instead of making us spend our time discussing a reorganization (which I will add in some areas is needed), just get out of our way and let us do our work.

I think that extension faculty shouldn't be able to conduct research for 30% overhead, while research faculty have 51.5% overhead and only 9-10 months of salary when extension faculty get 12. Its not a fair situation and the playing field should be leveled.

Yes, many areas were not even considered. This has to do with the liberty of individuals.

This report was developed over a short time line and deserves discussion prior to implementation of these far reaching changes

I strongly suggest you survey faculty and staff in COALS. They are a year ahead of the rest of the university.

We should not give more power to the President. That is a threat to the principles of shared governance.

NA

End of Report