CAS Reorganization Survey Results  
September 12, 2022

SURVEY METHOD
The survey (see Appendix for Survey invitation and questions) was deployed through Qualtrics starting Tuesday, September 6 at 9:30 am. The “contact list” function was used to send a unique survey link to each CAS faculty member. The survey could only be taken once, was completely anonymous, and closed on Friday, September 9 at noon. Responses were not required for any question.

The contact list was comprised of the CAS faculty list Faculty Senate used for elections last spring: all tenure track, tenured, and non-tenure track faculty with an appointment over 50%. We removed individuals who had left the University, and added to the list new faculty who met the same criteria. In total, we sent out 733 surveys.

We received 424 responses over the 3+ days the survey was open (58% response rate). 301 responses (71%) were from tenured or tenure track faculty and 121 (29%) were from nontenure track faculty. CAS is 65% tenured or tenure track and 35% nontenure track faculty.

KEY RESULTS
- The first choice for almost 75% of responding CAS faculty was no change to the structure of the College. A Divisional Dean structure was the second choice.
- More than half of all respondents in each Division also favored no change to CAS.
- 83% of respondents thought that the costs would be greater than the benefits if their unit was placed into a new College (see perceived costs and benefits on page 3).

RESULTS BY QUESTION
Structural preferences
Respondents were first asked to rank their preference (first, second or third) for CAS structure amongst three options:
- No change to existing CAS structure
- CAS stays as one college, but Divisional Deans are added to the organizational structure
- CAS is split into separate colleges (College of Science, College of Humanities, etc.)

The first choice of the respondents to this question (N=420) was:

73% (N=308) said no change to CAS
19% (N=78) said divisional deans
8% (N=34) said split up CAS

The second choice of the respondents (N=400; some respondents only provided a first choice) was:

23% (N=91) said no change to CAS
70% (N=281) said divisional deans
7% (N=28) said split up CAS
Rationale for first structural choice

When asked to explain their first choices for CAS structure:

Those who favored no change to the College structure overwhelmingly expressed that they saw no reason / benefit to make a change because they perceived no problem with the CAS and felt that a need for the change had not been articulated. Many expressed that there was no need for more administrative levels and that these funds would be better used to hire more faculty or increase pay or add staff support. Finally, many perceived this as a threat to the liberal arts education espoused by CAS, and/or thought it would hurt Humanities, and weaken interdisciplinary work across the institution.

Those who favored a Divisional Dean model articulated that it would provide a better focus on different units in the division, but without the expense of a complete College break-up. They thought it would help to maintain interdisciplinarity and would be less likely to hurt or sacrifice other units within the College.

Those who favored separate colleges said it would provide more focus and resources for their units and provide a more cohesive mission.

Divisional perceptions

Of respondents who identified their department’s Division within the CAS, their first structural preferences were as follows:

144 faculty in departments affiliated with the Humanities Division (see survey question in appendix to see departments affiliated with this group):

83% (N=119) wanted no change to the college
17% (N=25) wanted divisional deans
0% wanted a separate college

133 faculty in departments affiliated with the Natural Sciences Division:

53% (N=71) wanted no change to the college
22% (N=29) wanted divisional deans
23% (N=30) wanted a separate college

105 faculty in departments affiliated with the Social Sciences Division:

87% (N=91) wanted no change to the college
12% (N=13) wanted divisional deans
1% (N=1) wanted a separate college

38 faculty in departments affiliated with the Visual and Performing Arts:

66% (N=25) wanted no change to the college
24% (N=9) wanted division deans
8% (N=3) wanted a separate college
Costs and Benefits

For responses regarding potential benefits / gains of reorganizing CAS, the most common answer was “none,” which was provided by 185 faculty members. Those who did see a benefit mentioned having a Divisional Dean or separate college could provide more representation for their unit, and potentially more specialized support / resources. Some mentioned an opportunity to modernize structures / increase efficiency. Some suggested it could provide clarity to the mission of their division, or that it would improve communication.

In terms of the potential costs of reorganizing CAS, the most common response was the cost of hiring new administrators, often paired with the reflection that these funds would be better spent on increasing salaries, hiring more faculty and staff, etc. There were many responses about the “expense” in general. Many respondents were concerned about losing interdisciplinary collaboration. There were many faculty who were concerned about other units such as humanities / arts / those who straddle the natural sciences / social sciences boundaries suffering because of a potential split. Many also spoke about the weakening of the core mission of a liberal arts education at UT. There were concerns about the alterations that would have to be or would be made to curricula and how it would impact faculty time or other units (e.g. MFLL). In terms of faculty impacts, respondents worried about the time they would have to invest in this type of transition, the chaos and confusion it would create (at a time when everyone is already “stretched thin”), the potential for fragmentation and animosity between units who would be competing for funding, and decline in faculty morale.

We then asked respondents (N=409) to choose their personal perception of the relative costs versus benefits if their unit was placed into a new college:

- 9% (N=36) said the benefits would be greater than the costs
- 8% (N=33) said they would be equal
- 83% (N=340) said the costs would be greater than the benefits
Appendix: Survey invitation and questions

Dear CAS Faculty,

The Faculty Senate Leadership Team has been hearing many concerns about the proposed reorganization of CAS. In order for us to better understand faculty perceptions of the proposed changes and how to advocate for you, we are asking you to take a short anonymous survey. The survey link is below.

Our intention is to present the results at our Executive Council meeting Monday, September 12, but only if we get enough responses to have confidence in the results. So please take one minute to respond, even if it is just the multiple choice questions.

The deadline for response is Friday, September 9, at high noon.

About the survey:
The responses are anonymous. You can only respond once. We are asking you to identify your Division in CAS; you may choose to disclose your Department or not. Only the Faculty Senate Leadership Team will see the individual responses (Beth Schussler, Amber Roessner, Bonnie Ownley). We hope to post a summary of the results on the Presidential Updates page of the Faculty Senate website (senate.utk.edu).

If you have questions, you can contact Beth Schussler, Faculty Senate President, eschussl@utk.edu.

Thank you.
Your Faculty Senate Leadership Team
CAS reorganization perceptions

Q1 Faculty Senate would like to know your perception of the proposed reorganization of the College of Arts and Sciences (CAS). This survey is ANONYMOUS.

Q2 Given the current discussions about reorganizing CAS, how would you rank the three options below?

<table>
<thead>
<tr>
<th>No change to existing CAS structure</th>
<th>CAS stays as one college, but Divisional Deans are added to the organizational structure</th>
<th>CAS is split into separate colleges (College of Science, College of Humanities, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>First choice</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Second choice</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Third choice</td>
<td>☐</td>
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</tr>
</tbody>
</table>

Q3 Why is your first choice above your preference?

__________________________________________________________________

Q4 What do you see as the potential benefits / gains of reorganizing CAS?

__________________________________________________________________
Q5 What do you see as the potential costs of reorganizing CAS?

________________________________________________________________

Q6 If your unit is placed into a new college, do you personally think:

- the BENEFITS will be greater than the COSTS for your unit (a net positive for your unit)
- the COSTS and BENEFITS will be equal for your unit
- the COSTS will be greater than the BENEFITS for your unit (a net negative for your unit)

________________________________________________________________

Q7 If you have other comments about the potential restructuring of CAS, please share those here.

________________________________________________________________

Q8 What Division is your Department in?

- Natural Sciences (BCMB, Chem, EPS, EEB, Math, Microbiology, Physics & Astronomy)
- Social Sciences (Africana Studies, Anthropology, Geography, Poli Science, Psych, Sociology)
- Humanities (Classics, English, History, MFLS, Philosophy, Religious Studies)
- Visual and Performing Arts (Art, Music, Theatre)

________________________________________________________________

Q9 If you feel comfortable indicating your department / unit specifically, please do so here.

________________________________________________________________
Q10 Are you...

- Tenure Track / Tenured Faculty
- Non-Tenure Track Faculty

Q11 Thank you!

End of Block: Default Question Block