**SHAPING AND SHARING OUR FUTURE**

*“Leaders in learning organizations are responsible for building organizations where people are continually expanding their capabilities to share their future”*

Peter Senge, The Fifth Discipline

Over the last 35 years, NTID has intentionally built a compelling combination of resources, creativity and talent. This combination has enabled us to deliver superbly on our fundamental mission to be the world’s premier institution of technological education for deaf and hard of hearing college students.

However, the world in which we have successfully realized this objective is changing. NTID is at a critical point in its evolution. Never before in our history have we witnessed such a powerful convergence of demographic, economic, political and technological forces—forces which demand our attention and require us to reexamine how we facilitate the teaching-learning process; how we support access for students in the RIT classroom; how we utilize resources; and how we maintain strong relationships with the federal government, the Department of Education, and other funding sources to support NTID’s mission.

President Simone has called on every member of the RIT community to help move RIT from “good to great.” As your new Vice President & Dean, I am delighted to take up this challenge. I ask each of you to heed the call and work with me to help move NTID along on this same path to greatness. I ask you to be an active participant in shaping and sharing our future.

In order to establish this vision and strategic direction for NTID, I will spend considerable time over the next few months in creating conversations about “shaping and sharing our future.” These conversations will focus on three fundamental questions: What should be our priorities? What new frontiers should we explore” What should NTID look like in 2010?

This process of strategic visioning will not follow a traditional strategic planning model. Instead, we will embark on “focused dialogues” with members of our community. I want to draw on the collective wisdom that resides in our community. I will also engage key figures in higher education and deaf education to engage in a similar dialogue with us. In the end, we want to come out of this visioning process not only with innovative and forward-thinking ideas about where we should take NTID in the future, but also ideas about the trajectory that is needed in order to get us there. Once this visioning process is complete, I will work with key leaders at NTID to determine how we can best integrate our strategic thinking with the greater university’s strategic planning process.

In addition to a concerted effort on strategic positioning, I will also devote considerable time to our academic portfolio, student support programs, government relations and fundraising. These functions are critical to our ability to realize a vital future.

During the recent search process, I indicated quite clearly to the NTID Community that organizational restructuring would be necessary in order for the new VP & Dean to ensure that the integrity of our academic mission remains strong and that our programs and services in support of students remain effective.

Over the past few months I have given great consideration and careful thought to what organizational structure will best serve NTID in an environment where the role of vice president and dean reside in one leader.

Following my appointment, I solicited input related to my plans for restructuring from a number of individuals including Dr. Simone, Dr. McKenzie, as well as the NFC Executive Committee. Today, I am delighted to share with you a plan that I believe will enable me to accomplish what I consider to be critical priorities and to keep NTID competitive and responsive to the audiences that we serve and to whom we are accountable.

Before I discuss with you what these plans entail, I want to emphasize that:

* The organizational plan is driven by three basic principles:
  1. Streamlining without sacrificing quality and purposes.
  2. Restructuring utilizing existing resources. No new headcount will be created. In this time of fiscal uncertainty, it would be irresponsible to do otherwise.
  3. Remaining open and committed to the possibility of making further organizational modifications over time based on experience and strategic direction.

In short, **this PLAN is my starting place.**

* While this announcement does come rapidly on the heels of my assuming leadership for all of our college’s programs and services, it is definitely not a hasty decision. It is an organizational plan that will support me in providing the kind of leadership our college deserves.
* For the most part, the plan will not change the day to day first line reporting relationships for the majority of our faculty and staff.
* The plan is informed by my extensive NTID experience over the last 30 years and, the vision that I have for where we need to go and how we need to get there.
* Specific appointments of individuals to leadership positions within this new organizational structure will occur as part of the restructuring. This should not signal to anyone a lack of my commitment to shared governance and to the principles of collaboration. These are processes that I value, that have characterized my leadership as dean, and that will continue to be the hallmark of our college culture. My leadership team understands this commitment and knows that I expect that we will live this commitment on a daily basis. Please know that I discussed my intention to appoint individuals to key administrative posts with the Executive Committee of NFC and they understood and supported my rationale for doing so.

I do not see my using administrative appointment as the modus operandi in the future. When leadership positions become available through attrition and retirement, it will be my intention to use an open search process to fill them whenever feasible.

I am pleased, therefore, to announce that effective January 5, 2004 the following initial structure will be established. I expect this structure to be in place for the remainder of the academic year. I have made a determination to streamline the organization into four major clusters, each to be led by a strong, highly respected administrator. I consider this to be an initial structure because while I expect that the four clusters will remain intact, the units within each cluster may change as a result of strategic positioning, resource management, and experience.

The initial management plan will continue to be reviewed, refined, and reported to the NTID and RIT community prior to the beginning of Academic Year 04-05.

The following attachments provide an explanation of the new structure that, hopefully, will allow us to move forward with our strategic vision, mission and objectives. In summary, the attachments are organized into the following:

1. VP & Dean’s Vision – strategic organization directions for NTID
2. First 100 days
3. Narrative description of the initial management structure
4. NTID Administrative Team
5. Organizational structure

I look forward to working closely with you and my new management team as we plan for the future with our new long range initiatives.

**VP & Dean’s vision: Strategic Organizational Directions for NTID**

Strategic Goal #1

Restructure the NTID administrative organization into 4 macro administrative areas led by:

* + Associate Vice President for Academic Affairs
  + Associate Dean for Student and Academic Services
  + Assistant Vice President for College Operations
  + Assistant Vice President for College Advancement

Utilize the principles of “good to great” to identify and select the best individual leaders for new strategic thinking and planning.

Delineate roles, duties and responsibilities for each unit/division leader that support the single Office of Vice President & Dean

Strategic Goal #2

Establish vision and strategic direction that will position NTID strongly for the future. Ensure that goals and objectives that support NTID’s mission are developed, implemented, and evaluated.

Strategic Goal #3

In collaboration with key individuals at NTID and RIT pursue high priority goals that address the immediate focus on the following:

* + Develop capacity for fund raising and development
  + Enhance relationship with the federal government and theU.S. Department of Education

Implementation Plan:

First 100 days

* Implement an initial management plan
* Hire a Director for Development
* Meet with each VP to discuss strategic issues that concern NTID and RIT relationships
* Meet with NTID departments
* Initiate congressional visits
* Plan visits with present donors and prospective donors
* Work with the NTID Administrative Team to design, develop, and implement a new strategic plan in collaboration with RIT’s university-wide strategic planning process.
* Develop a longer term management plan

Narrative description of the Initial Management Structure

The new Vice President & Dean has a dual function: One is a vice presidential role as a chief executive officer; and, the other is the deanship which is the chief academic officer. The VP & Dean reports directly to President Simone. The VP & Dean provides oversight and management of the National Advisory Group. The VP & Dean is directly responsible for Governmental Relations and collaborates with the VP for Development and Alumni Affairs on NTID’s alumni relations and development efforts. The VP & Dean also collaborates with other VPs academic affairs, student affairs, financial and administrative affairs, and enrollment management and career services.

The VP & Dean is charged with the responsibility to ensure that all expenditures at NTID are efficient and effective. One of the challenges of VP & Dean is to study and examine the current organization and look for ways to reduce layers of administration. In the process, it will also be necessary to review and look for ways to reduce the layers of administration and the ratio of administrative staff to faculty and student service personnel.

Hence, the VP & Dean will initially set up a management plan with an organizational structure to reflect four macro areas – Academic Affairs, Student and Academic Services, College Operations, and College Advancement. Each macro area will be charged with a responsibility to further study and examine the day-to-day functions in each function and recommend strategies to streamline management functions within each area. Additionally, the VP & Dean and the direct reports will continuously review and evaluate whether the sub units/functions are appropriately placed within the macro areas. The change and modification of sub units/functions will be accomplished as we gain experience in living with the initial management structure and as our strategic vision begins to emerge. It is anticipated that by end of the Academic Year 2003-2004 a longer term management plan will be implemented. However, it will be incumbent on the management team to continuously review and modify the organizational structure both on the macro-area level and sub-area level as needed.

Below is the initial management structure of the four macro functions – Academic Affairs, Student and Academic Services, College Operations, and College Advancement:

1. **Academic Affairs**

The Academic Affairs area will be led by an **Associate Vice President for Academic Affairs (AVPAA)** who will be responsible for all academic programs and services that are currently housed in the Centers for Technical Studies, Arts and Sciences, and Baccalaureate and Graduate Studies (CTS, CAS, CBGS). The existing Center Directors will report to the AVPAA for this interim period after which the department chairs will report directly to the AVPAA. Additionally, department chairs of Academic Research and Educational Design Resources will continue to report to the AVPAA.

Academic Affairs will be expected to establish integrated, seamless and articulated curricula to allow students to flow from Associate degree programs to baccalaureate degree programs with ease and with minimal loss of transfer credits. The AVPAA also oversee the coordination and management of access services for students, faculty and staff in collaboration with the Associate Dean for Student and Academic Services and Assistant Vice President for College Operations. In summary, the AVPAA will be responsible for the following academic programs and services:

* + - * Technical Education programs
      * Arts and Sciences programs
      * Support programs and services (includes Support Departments, Interpreting Services, Notetaking Services, and C-Print Services)
      * Academic Research
      * Instructional Support and Faculty Development/Services (includes Educational Design Resources, New Faculty Orientation Program, Office for Communication Assessment Services, Instructional Technology Consortium, Faculty/Staff Professional Development, and Center-based Professional Development)

The AVPAA will attend and participate in all meetings with other deans and provost on the Academic Council. The AVPAA will assist the VP/Dean with oversight and management of all academic affairs including curriculum development, and all faculty issues, including tenure and promotion.

The AVPAA will work with the VP & Dean to develop a strategic plan that will ensure an integrated, seamless academic curriculum and address the long term organization structural needs within the Academic Affairs. The Center Directors will serve in an interim capacity for the remainder of the academic year at which time the centers will be dissolved, and consolidated department chairs will then report directly to the AVPAA.

An Associate Dean for Academic Administration will be appointed by the AVPAA in consultation with the VP & Dean to assist the AVPAA with the administrative functions as outlined above and will focus on the following strategic areas: strategic issue identification for NTID research; the development and refinement of a comprehensive student communication development model; outcomes assessment tracking and reporting; access service audit; and the development of a conceptual position on the range of support services we will offer in the future; as well as assist with curriculum processes; and tenure and promotion processes.

The following areas need further analysis for possible consolidation, movement to other macro cluster areas for better alignment/articulation with other functional areas, or streamlining of the functional areas to increase efficiency and effectiveness:

* 1. Upon completion of an audit of Interpreting Services a decision will be made as to where this function should be housed.
  2. A decision will be made as to where C-Print services should be housed.
  3. When a new Student Communication Development Model has been articulated and streamlined, organizational placement will be developed.
  4. A decision needs to be made regarding the placement of Educational Design Resources either with Academic Affairs, Student and Academic Services, or College Operations.
  5. An analysis of how computer support staff that is presently housed in the Center for Technical Studies is aligned with the computer technicians in the Technical Support Services unit in College Operations.
  6. Assessment and institutional/marketing research should be carefully examined to determine how these functions can support the needs for the following clusters: Academic Affairs, Student and Academic Services, and College Advancement as well as the Office of VP & Dean for Governmental Affairs. A decision will be made as to where these functions should be located on a long term basis.
  7. To serve students in the transition from NTID based curriculum to baccalaureate degree programs in other colleges of RIT, other areas of possible consolidations within Academic Affairs include aligning some of the functional academic areas with other areas of similar academic disciplines.

Chris Licata will be assuming these responsibilities.

1. **Student and Academic Services**

The Student and Academic Services **area** will be led by an **Associate Dean for Student and Academic Services** with oversight responsibility for leadership and management of the following functions:

* Counseling Services
* First Year Experience/Career Exploration Seminars
* Learning Consortium
* Transition Program (Explore Your Future)
* Psychological Services
* SAISD
* Student Financial Services
* Student Life Team

The **Chairperson of the Department for Counseling** is responsible for the leadership and management of counseling services provided to students. The counselors are assigned to each academic department and serve as a liaison to the department chair and faculty teaching in the respective departments.

The **Coordinator of the First Year Experience/Career Exploration Seminars** works closely the academic department chairs, faculty and counselors to provide support to first year students in a variety of FYE activities including SVP, SOAR, Freshman Seminars, and Career Exploration Seminars. The Coordinator is also primarily responsible for the management of first year students who either require extensive college-preparatory/remedial courses or are undecided and assists them in their transition to a new major in an academic department.

The **Chairperson of NTID Learning Consortium** is responsible for coordinating two learning centers, NLC and SIL, which provide a variety of tutorial services and individualized learning situations to students, faculty and staff. The Chairperson collaborates with the academic department chairs and faculty in the provision of special topic courses and enhancement of tutorial services to students in the learning centers.

The **Coordinator for Transition** is primarily responsible for the Explore Your Future program that is offered in summer to high school students who will become seniors the following fall. The Coordinator works closely with the academic departments to provide career exploratory experiences to high school students.

The **Chairperson for NTID Psychological Services** also serves as Associate Director for the RIT Counseling Department. The Chairperson is responsible for the provision of psychological services to NTID students who require them based on referrals from counselors, department chairs and faculty as needed.

The **Director for the SAISD** services is responsible for the management of Substance Abuse Intervention Services for the Deaf that is based on grant monies from the state and the county. The Director is responsible for providing awareness and education to NTID students about their risky behaviors. The Director collaborates with the out-patient and in-patient alcoholic and drug abuse intervention service agencies to provide comprehensive counseling and rehabilitation services to clients that are referred to them.

The **Coordinator for NTID Student Financial Aid Services** provides direct support to NTID students in preparing their financial aid applications. The Coordinator collaborates with the RIT Office for Financial Aid to ensure that NTID students are receiving timely assistance for their financial aid. The Coordinator also assists students in applying for scholarships, grant-in-aids, and loans. The Coordinator works closely with the NTID Admissions office, department chairs, faculty and counselors to ensure that students are provided with up-to-date information about their financial aid needs.

The **Manager for NTID Student Life Team** is responsible for the leadership, coordination and management of student programming activities for NTID students in collaboration with the RIT Student Affairs and the RIT Housing Office. The Manager creates a variety of student role modeling activities that support student normalization programs and services to enhance healthy relationships and good behavior.

The Associate Dean for Student and Academic Services will participate in meetings with the RIT Vice President for Student Affairs, and work closely with the NTID Associate Vice President for Academic Affairs to ensure that students are receiving appropriate services as needed.

Ellie Rosenfield will be assuming these responsibilities.

1. **College Operations**

The College Operations unit will be led by the **Assistant Vice President for College Operations** who will assist the VP & Dean with all matters related to centrally provided institutional services: including, facility management; equipment and technology acquisition, integration and maintenance; capital asset tracking; video production and captioning services; student records and registration process; development and operation of application programs and systems; word processing, mailroom, and duplication services; technology support services for offices, classrooms, and selected laboratories; security/access control services; special events planning and support services; and support to marketing and institutional research.

The Director for Special Projects and Dyer Arts Center, will report to Assistant Vice President for College Operations, and will be responsible for all institutional special events including NAG meetings as well as the facility management of the Dyer Arts Center.

The College Operations component will be organized into the following administrative categories:

* Technology Support services
* System Development Services
* Facilities Management Services
* Student Records/Registrar
* Special Projects and Dyer Arts Center

The Assistant Vice President for College Operations will work with the directors and staff of RIT’s Facilities Management Services, Risk Management & Campus Safety Services, Information Security, Information and Technology Services, Housing Operations, the HUB, the Educational and Technology Center, and the Center for Residence Life to ensure that NTID’s strategic and operational objectives are consistent with institutional directions.

The Assistant Vice President for the College Operations will provide service to institutional research and market research that require this support, i.e. Office of VP & Dean, College Advancement, Academic Affairs, and Student and Academic Services. The Assistant Vice President will collaborate with the Chief Information Officer and RIT Director for Institutional Research to ensure that the data warehouse is fully accessible to NTID’s data needs.

Al Smith will be assuming these responsibilities.

1. **College Advancement**

College Advancement will be led by the **Assistant Vice President for College Advancement** who assists the VP & Dean with development, enrollment management, marketing communications, vocational rehabilitations relations, and alumni relations. The College Advancement component consists of:

* Development
* Enrollment Management/Admissions
* Center on Employment
* Marketing communications
* Marketing research
* Alumni relations

The Assistant Vice President will be primarily responsible for handling Vocational Rehabilitation relations.

The **Director for Development** willassist the VP & Dean with all matters related to fund raising, capital campaign, annual giving, alumni relations, and other development efforts with corporations, foundations, and key individuals. The Director will collaborate directly with the RIT Associate Vice President for Development to ensure that support services are provided to NTID’s development efforts in a timely fashion.

The **Director for Enrollment Management** is responsible for recruitment and admissions of prospective students. The Director collaborates with the Executive Assistant to the VP & Dean for Governmental, Financial and Administrative Affairs, the RIT Director for Admissions, RIT Director for Financial Aid, Associate Vice President for Academic Affairs, Associate Dean for Student and Academic Services, academic departments, and counselors to ensure appropriate review of student applications.

The **Director for the NTID Center on Employment** is responsible for placement services for NTID students including both coop and permanent jobs and employer development. The Director collaborates with the RIT Associate Vice President for Career Services, NTID Associate Vice President for Academic Affairs, NTID Associate Dean for Student and Academic Services, academic departments, and counselors to ensure that placement services for NTID students are carried out in a timely fashion.

The **Director for Marketing Communications** provides assistance to critical areas including the Office of Vice President & Dean, Development, Enrollment Management, Center on Employment, Academic Affairs, Student and Academic Services to enhance the image of NTID through appropriate media exposure, publications, materials and strategies. The Director collaborates with the RIT Publications division to ensure that all publications are consistent with the policies of the university. A marketing research associate reports to the Director for Marketing Communications and receives technical/database support from College Operations.

The **Director for NTID Alumni Relations** provides assistance to the VP & Dean in his relations with the alumni community. The Director collaborates with the Director for RIT Alumni Relations, Academic Affairs, Student and Academic Services, other units within the College Advancement to carry out NTID’s mission in serving the alumni community.

Directors/Managers reporting to the Assistant Vice President for College Operations and Assistant Vice President for College Advancement will provide services to the Academic Affairs and Student and Academic Services as appropriate. They will also collaborate with appropriate units within the Academic Affairs and Student/Academic Services to provide support and assistance to the VP & Dean.

Gerry Buckley will be assuming these responsibilities.

The VP & Dean will have three Assistants to the VP & Dean in the Office of VP & Dean.

1. The **Executive Assistant to the VP & Dean for Governmental, Financial and Administrative Affairs** assists the VP & Dean with all governmental, financial, and personnel/human resource management affairs. The Executive Assistant assists the VP & Dean with preparation for NAG appointments and meetings, meetings with and presentations to external to NTID, and interaction with the RIT President, Administrative Council, and RIT Board of Trustees. The Executive Assistant is responsible for coordinating VP & Dean’s meetings with the U.S. Department of Education, the Congress and congressional staff. The Executive Assistant coordinates the development of NTID’s annual reporting to the Federal Government. The Executive Assistant in collaboration with the Associate Vice President for Academic Affairs serves as the direct link with NTID’s attorneys on all legal and policy matters that pertain to NTID’s interests. The Executive Assistant supervises NTID financial and administrative services, (e.g., strategic planning, finances, and personnel/human resources management issues), and collaborates with the College Operations on institutional research needs. The Executive Assistant assists the VP & Dean with the preparation of reports and budget requests to the RIT Budget Committee, the U.S. Department and to the Congress. The Executive Assistant collaborates with the Director for RIT Human Resources to address human resources management issues and ensure that all human resources policies are consistent with the university’s policies, procedures and practices. The Director for NTID Finances and Planning will continue to report directly to the Executive Assistant and collaborates with the RIT Finance and Administration to ensure that all NTID financial matters are properly monitored and accountable.

Gus Thompson will assume these responsibilities.

1. The second Assistant serves as **Assistant to the VP & Dean** **and Office Manager** who is responsible to provide support to the VP & Dean as well as the coordination and management of all support staff in the Office of the VP & Dean. The Assistant collaborates with all support staff that report to the Associate Vice President for Academic Affairs, Associate Dean for Student and Academic Services, and Assistant Vice Presidents for College Operations and College Advancement. The Assistant also collaborates with the Assistant to the President and other executive assistants/administrative assistants to other RIT Vice Presidents to ensure smooth communication between and among these offices. The Assistant attends all NTID Administrative Team meetings and takes minutes for distribution to the NTID community.

Lin Hoke will assume these responsibilities.

1. The third Assistant serves as **Special Assistant to the VP & Dean for Interpreter Support** will be primarily responsible for providing interpreter support to the Vice President & Dean. The Special Assistant to the VP & Dean may be assigned special projects related to institutional research and may provide assistance to the VP & Dean with external communications as needed. The Special Assistant to the VP & Dean, in the interim, will also coordinate interpreting services for all administrative-related needs in collaboration with the Department of Interpreting Services.

An interim appointment will be made.

The **Director for PEN-International** continues to serve as Special Assistant to the VP & Dean for special projects. The PEN-International project reports to the VP & Dean on all matters related to international affairs.

The **Director for NETAC** reports directly to the VP & Dean and also continues to serve as Associate Dean for Outreach and Technical Assistance to support to all units in areas related to outreach development and technical assistance.

NTID Administrative Team is comprised of the following:

* Vice President & Dean
* Associate Vice President for Academic Affairs
* Associate Dean for Student and Academic Services
* Assistant Vice President for College Operations
* Assistant Vice President for College Advancement
* Executive Assistant for Governmental, Financial and Administrative Affairs

Other Associate Deans and Assistants to the VP & Dean can be involved as needed and/or on an “ex-officio” basis.

The Vice President & Dean will chair the NTID Administrative Team and lead regular meetings on a bi-weekly basis. The NAT will address broad institutional and college-wide issues including, but not limited to the following: Cultural change, methodology and pedagogy, technology, curriculum, enrollment, career services, access and support services, budgetary issues, new initiatives, strategic planning, development, RIT relations, and external relations.

The Vice President & Dean will meet with the Associate Vice President for Academic Affairs, Associate Dean for Academic Administration, Associate Dean for Student and Academic, and AVPAA’s academic leadership team on a monthly basis to address broad academic and student related issues.

The Vice President & Dean will meet with each direct report on a regular basis to discuss specific issues that pertain to each functional area. The Vice President & Dean also will meet with the directors of development/alumni relations on a bi-weekly basis to discuss strategic plans for these external functions and to prepare for VP & Dean’s travels and/or visits with key individuals in these respective areas.

The Vice President & Dean will meet with President Simone on a bi-weekly basis, and with each Vice President on a monthly basis (or as needed.) The Vice President & Dean will attend Administrative Council meetings with the President and Vice Presidents on a bi-weekly basis, and attend Academic Council meetings with the Provost, deans and other direct reports on a bi-weekly basis. The Vice President & Dean will participate in all RIT Board of Trustees meetings and RIT Board of Trustees Executive Committee meetings.

Initial Management Plan

* Appoint Chris Licata as Associate Vice President for Academic Affairs
* Appoint Laurie Brewer as Associate Dean for Academic Administration
* Appoint Ellie Rosenfield as Associate Dean for Student and Academic Services
* Appoint Gerry Buckley as Assistant Vice President for College Advancement
* Appoint Al Smith as Assistant Vice President for College Operations
* Continue Gus Thompson as Executive Assistant to the VP/Dean for Governmental, Financial and Administrative Affairs
* Continue Jim DeCaro as PEN-International director and assign him the responsibilities as Special Assistant to the VP & Dean for Special Projects
* Continue Dianne Brooks as Director of NETAC and Associate Dean for Outreach and Technical Assistance
* Initiate NTID Administrative Team