

KENT STATE UNIVERSITY

CERTIFICATION OF CURRICULUM PROPOSAL

Preparation Date **4-Jan-15**

Curriculum Bulletin _____

Effective Date **Fall 2015**

Approved by EPC _____

Department

College **US - Undergraduate Studies**Proposal **Revise Academic Unit**Proposal Name **Revision of Division of Undergraduate Studies to University College**

Description of proposal:

Proposal to designate Undergraduate Studies as a college and rename it University College

Describe impact on other programs, policies or procedures (e.g., duplication issues; enrollment and staffing considerations; need, audience)

Designating Undergraduate Studies as a college and changing the name to University College will provide Exploratory students with a stronger, more familiar, sense of belonging to their academic home. Students' understanding of what they will experience as members of a unit is initially defined by the type of unit and the name associated with the structure to which they are assigned. These proposed changes will aid in students' understanding of what will occur while they are members of the unit. Additionally, this new name provides clarity to both internal and external stakeholders regarding the academic mission of the unit which is to educate students for the purpose of responsible citizenship and productive careers.

Units consulted (other departments, programs or campuses affected by this proposal):

president, provost, college deans, admissions, human resources, registrar, IS, comptroller, UCM

REQUIRED ENDORSEMENTS

 Department Chair / School Director

____/____/____

 Campus Dean (for Regional Campuses proposals)

____/____/____

 College Dean (or designee)

____/____/____

 Dean of Graduate Studies (for graduate proposals)

____/____/____

 Provost and Senior Vice President for Academic Affairs (or designee)

____/____/____

Proposal Summary to Establish or Revise an Academic Administrative Structure

Designation of Undergraduate Studies as a College and Revision of Name to University College

1. The quality of the faculty, students and programs

In accordance with Administrative Policy and Procedures 3342-2-03.1 regarding academic administrative structures, this proposal requests two changes:

1. Undergraduate Studies move from its current designation as a division to a college.
2. A change in name from Undergraduate Studies to University College.

According to this Administrative Policy, a college is headed by a dean and may be created to align more effectively academic departments, schools, and programs that share a common mission, facilitate cooperation among various academic components, yield substantial benefits for faculty, students, staff, and external constituents. Undergraduate Studies serves this purpose and thus meets the criteria set forth by Kent State University policy.

Establishing a University College accomplishes the following:

- Communicates to Exploratory students the value of their choice to explore the numerous degree options prior to committing.
- Brings consistency in nomenclature and designation with other institutions who house similar units.
- Clarifies the purpose of the unit to internal and external audiences, in support of University-wide recruitment, retention, and advancement goals.
- Clarifies for Exploratory students that they will receive the same type and level of academic support and services afforded to those in other colleges.

Designating Undergraduate Studies as a college and changing the name to University College would provide Exploratory students with a stronger, more familiar, sense of belonging to their academic home. Students' understanding of what they will experience as members of a unit is initially defined by the type of unit and the name associated with the structure to which they are assigned. These proposed changes will aid in students' understanding of what will occur while they are members of the unit. Additionally, this new name provides clarity to both internal and external stakeholders regarding the academic mission of the unit which is to educate students for the purpose of responsible citizenship and productive careers. Furthermore the name University College is consistent with other quality institutions as demonstrated by the *U.S. News and World Report* rankings. Other quality institutions that utilize the name are Louisiana State University–Baton Rouge (129), Virginia Commonwealth University (156), University of Rhode Island (161), Indiana University-Purdue University Indianapolis (tied with Kent State at 194), and University of Texas-San Antonio (173). This change will enhance and solidify the role this unit plays in supporting Kent State's mission and strategic direction of *Students First* established by President Warren and the Office of the Provost.

The history and role of Undergraduate Studies at Kent State has been such that supports the designation as a college. Since its founding in 1994, Undergraduate Studies' mission has been to provide educational experiences to ensure student success and completion. The principal focus of the Undergraduate Studies' mission is to serve as the academic home for students who, at the point of admission, need additional assistance with selecting a degree program. It is important to note that, on average, Exploratory students are not "exploring" because of academic limitations, but due to the fact that they are students who have not yet chosen among several options. Exploratory students enroll with an average high school GPA of 3.28 and ACT score of 22.45. The Exploratory profile is compared to a high school GPA of 3.35 and ACT score of 23.07 for all first-year students. Work with Exploratory students is focused on matching their educational goals and academic strengths with majors. Undergraduate Studies staff and courses provide a structured and coherent process to assist the 1013 students (Fall 2014 concurrent enrollment) in identifying an area of interest and selecting a major. Exploratory is the number one major chosen by incoming students, which makes work with this population critical to meeting the strategic goals established by the university.

Over the last two decades, Undergraduate Studies has assumed a number of additional roles within the University that further justify the elevation to the status of a college. In addition to ensuring student success by providing a path to graduation for Exploratory students, Undergraduate Studies is responsible for the coordination of many university-wide efforts in support of the success of students from all colleges and programs at Kent State. These efforts include educational experiences, such as Undergraduate Research, Degree Completion Program, Destination Kent State, Experiential Learning Requirement, Dual Enrollment and Postsecondary Enrollment, Course Based Learning Communities, the National Student Exchange Program, Student Support Services/TRIO, university tutoring, and Supplemental Instruction. Undergraduate Studies' staff members design and provide these experiences in partnership with colleges. A few of these programs are highlighted in the next several paragraphs.

- The Undergraduate Research program is designed to provide a venue for undergraduate students working with faculty on a research, scholarly or creative activity to showcase their work for the entire Kent State community and external constituents. The program encourages one-on-one and small group academic collaborations between students and faculty which enhances the academic experience for participating students and highlights the academic talent of Kent State students to stakeholders including legislators, employers, and prospective students.
- The Degree Completion program, established Fall 2014, serves as a mechanism for increasing the number of Kent State graduates. By reaching out to students who have dropped out without completing a degree, the program encourages degree completion by providing a seamless path from re-enrollment through graduation. The Degree Completion program will generate a minimum of \$4,000 of state funding for each student we bring to graduation: funding that otherwise would not have been realized.
- The Dual Enrollment program serves high school students interested in taking college courses and acts as a pipeline for students to begin and continue their education. Seventy-one percent of the 365 Dual Enrollment participants matriculated for the Fall 2014 semester to one of the Kent State campuses after high school graduation. These students have an average Kent State grade point average of 3.22 and have earned an average of 30 credit hours upon matriculation.

- Course-based Learning Communities and the EXCEL Program are additional demonstrations of Undergraduate Studies' support of Kent State University's strategic direction. Through Course-Based Learning Communities, 800 first-year students enroll in two to three shared courses that demonstrate the interdisciplinary nature of Kent State's academic offerings. Students enrolled in these courses also form a community based on shared academic experiences. EXCEL, a residential living-learning community, connects students to faculty in various departments and colleges for the purpose of providing insight into academic fields of study. Participation in EXCEL expands the academic experience beyond the classroom and further connects students to faculty around a shared academic focus.
- The National Student Exchange program provides Kent State University students with an opportunity to enroll for a semester or year at over 200 colleges and universities throughout the U.S. The program introduces Kent State students to diverse communities and academic experiences and can also serve as a gateway for students to consider participating in study abroad opportunities offered through the Office of Global Education.
- Like the Honors College, Undergraduate Studies partners with faculty outside of the unit to deliver curriculum. As the home of the First Year Experience course (US 10097), academic skills courses (US 00003, US 00006, US 00009), Career Construction (US 20008), Life Beyond KSU (US 20007) and the Dual Enrollment programs, Undergraduate Studies partners with other academic units to deliver instruction for students enrolled in these courses.

2. Centrality and coherence to the mission and strategic directions of the university and other academic units

The mission of University College will be to provide a dynamic and engaging environment for maximizing the academic and personal potential of each student, while fostering a successful transition from high school through to graduation.

Recently, President Beverly Warren outlined several goals that would guide decisions and actions at Kent State University. The first goal outlined by President Warren is "*Students First*". Under this objective, President Warren charged the university community to "ensure that students at all levels have access to high-impact engagement activities that enhance teaching and learning and entry into meaningful career and graduate education opportunities." This goal clearly speaks to the mission of the proposed University College and the work performed by members of this unit.

As the largest academic home for incoming students, work with Exploratory students is critical to meeting the goals established by President Warren. This effort is focused on matching students' educational goals and academic strengths with majors that will lead to the completion of a degree. Our staff and courses provide a structured and coherent process to assist 1013 students in identifying an area of interest and selecting a major.

In addition to ensuring student academic success by providing a path to graduation for Exploratory students, the new University College will be responsible for the coordination of many university-wide efforts in support of this goal. These efforts are coordinated through seven units: the Academic Success Center, Dual Enrollment Programs, Exploratory Advising Center,

Student Success Programs, and Student Support Services/TRIO program, Technology, and University Advising. Each of these units collaborates with faculty and staff in colleges to provide academic support to students across all Kent State campuses.

Serving as the academic home for students who select Exploratory upon admissions, in addition to supporting Kent State's strategic direction through the provision of educational experiences for all students, is central to the University's mission established by President Warren and the Provost's Office. The change in the designation of Undergraduate Studies from a division to a college will provide, in accordance with Administrative Policy and Procedures 3342-2-03.1, enhanced visibility and stature to further communicate the unit's connection with the University's strategic direction and mission.

3. Comparative advantage versus other structures

University College will provide an academic experience that is in high demand. Upon admissions, students select Exploratory, more often than any other major available at Kent State. Like the Honors College, University College will offer a value-added experience that supports the unique needs of students who are pondering their future major and career path. Staff within the Exploratory Advising Center specialize in career advising and possess an in-depth knowledge of all academic offerings at Kent State. This skill and knowledge make it possible to effectively guide students into degree programs of interest. Beyond the Exploratory Advising Center and unlike other academic units, all members of the Undergraduate Studies staff specialize in the field of student success, which results in the delivery of high-quality university-wide programs that support the retention of all Kent State students.

4. What makes the unit particularly appropriate for Kent State University

Presently, Undergraduate Studies provides an academic administrative structure for Exploratory students likewise provided for other Kent State students. Undergraduate Studies, much like other academic units, was given the authority and responsibility for academic preparation and persistence for Exploratory students. These actions include, but are not limited to, course registration, repeat for recalculation, and academic forgiveness. Undergraduate Studies is also responsible for providing academic advising and monitoring the academic standing of Exploratory students which includes semester warning, academic probation, dismissal and reinstatement. In recognition of high scholastic achievement, the Dean of Undergraduate Studies names Exploratory students to the Dean's List.

In line with the Kent State mission, Undergraduate Studies provides an appropriate structure to support students as they explore their academic options and identify an appropriate degree path. In further support of the University mission, Undergraduate Studies serves as the leader on the coordination of university-wide academic support programs. By housing the coordination of university-wide efforts geared toward the retention of all students in one unit, it allows for the seamless and coordinated delivery of such activities.

Based on the development and expansion in the mission and role of Undergraduate Studies over the past two decades, the change in designation to University College is appropriate and justified.

5. Demand for the unit and for the graduates of the unit

Undergraduate Studies enrolled 559 students (Fall 2014 first-year student enrollment) who upon admission chose Exploratory as their major. Exploratory has consistently enrolled the largest

number of first-year students. When students select Exploratory they are communicating a need for additional information and guidance before selecting a major (see Appendix II for enrollment information). The selection of a major is a critical step toward graduation. Undergraduate Studies' goal through the Exploration Plan is to guide students through the major exploration phase and prepare them to declare a major by the time they earn 45 credit hours, which meets the guidelines established in University policy (see Appendix IV for Exploration Plan).

In addition to working with Exploratory students, Undergraduate Studies also assists students in transition through various academic support experiences. Undergraduate Studies serves over 15,000 Kent State students through departmental offerings such as Destination Kent State, Dual Enrollment Programs, the First-Year Experience course, and the Academic Success Center. From 2011 to 2014, the demand for these offerings has increased. For example, the demand for tutoring and Supplemental Instruction has increased by 76%. Demand for dual credit increased by 91% from 2011 to 2013.

6. Duplication and interrelatedness of the unit's program(s) within the university, state, and region

Undergraduate Studies is an exemplar of a national model for units that serve deciding and transitioning students and should have a name that provides appropriate connotation of its academic mission. Undergraduate Studies has won awards from the National Academic Advising Association for its advising practices, and staff members have fulfilled national leadership positions. This national model focuses on providing an academic home for deciding students and providing centralized, coherent, and structured experiences to support student success. In addition, there are two such units that are currently designated as colleges in the State of Ohio: Ohio University and Wright State University. Each of these institutions serves as the academic home for deciding students and holds the name University College. These institutions also provide similar academic support and resources for all students across their respective campuses (see Appendix III for chart of programs and services).

Based upon the recognition cited above, the re-designation of Undergraduate Studies as University College is appropriate and consistent with the nomenclature and stature of similar units at other universities.

7. Efficiency and effectiveness of the unit in leveraging existing resources and expanding new resources

University College will continue to be a collaborative unit designed to work with all of the other academic structures and divisions at Kent State. Units within University College will provide centralized transition and academic support services and resources to all students at Kent State, reducing the need for each individual unit to provide such services to students enrolled in their college or participating in division sponsored programs.

The collaborative nature of the new University College will enhance the sharing of resources to support all students at Kent State.

8. Administrative reporting structure

The administrative structure of the new college, University College is consistent with other academic structures that are responsible for a specific population of students. Undergraduate Studies is led by a Dean, two assistant deans, and seven directors. The Dean of Undergraduate Studies reports to the Senior Vice President for Academic Affairs and Provost (see organizational chart in appendix).

9. Space and capital budget needs

This proposal does not request additional resources. With the change to University College, Undergraduate Studies will retain its current funding structure. The division currently receives funding from three sources. Similar to the Honors College, Undergraduate Studies receives funding from the Provost's Office through overhead. The second source of funding is provided through the enrollment fee that new students submit prior to registration for Destination Kent State. Undergraduate Studies also administers a \$4.5 million Department of Education, Student Services/TRIO grant through the Academic Success Center.

The newly renovated space, the Center for Undergraduate Excellence (CUE) will open in Spring 2015. The CUE (formally Lake/Olson Center), located next to the Memorial Athletic Convocation Center, will house all Undergraduate Studies units currently located in two different buildings. Its location will provide a centralized and welcoming environment for all students seeking academic support, especially those students who are Exploratory. The new facility will further efforts to support all students attending the Kent campus.

10. A proposed operating budget with any one-time resource needs

University College's operating budget will remain as it is currently. There will be some limited one-time expenses associated with the name change that can be absorbed in current budget.

11. Evaluation procedures including academic assessment procedures

Globally, the mission of University College requires that the unit assess larger university measures, such as retention and graduation. Assessment of these measures occurs annually and is done in conjunction with other academic structures across the university. Additionally, Undergraduate Studies courses and the Experiential Learning Requirement, a university requirement, require continued assessment and adherence to accreditation guidelines established by the Higher Learning Commission.

A new staff position was established in Undergraduate Studies in 2013 to institute assessment procedures for each of its units. The work of the individual in this position led to a new focus on students who earned a high GPA within their first semester and were interested in pursuing a health care career. A focus on this population over the 2013-2014 academic year resulted in a 3.9% increase in retention, helping to make the University's historic retention rate feasible (see Appendix V).

Assessment processes for University Tutoring, Destination Kent State, and Academic Advising demonstrates the unit's contributions to the entire university. A review of outcomes for Destination Kent State data demonstrated that 88% of students who participate in this program believe the experience prepares them for the transition from high school to college. Required Advising is assessed through the National Survey of Student Engagement (NSSE) and outcomes based surveys. NSSE results demonstrated that student satisfaction with academic advising has increased from 68% in 2010 to 79% in 2013. In addition to the increased demand, students who utilize University Tutoring experience an 88% retention rate versus 73% for those who do not use the services. The impact of University Tutoring is most evident for Kent State's highest risk students, those who begin college having earned a high school grade point at or below a 2.79. Students in this category who utilize 15 or more hours of tutoring per semester have an 80% retention rate compared to a 59% retention rate for those who do not utilize the services.

12. A timetable for proposal implementation

October-December, 2014: Meet with key stakeholders to discuss implications of change (i.e. Admissions, HR, Registrar, IS, Comptroller, UCM)

January 2015: Seek approval of EPC (1/26/15)

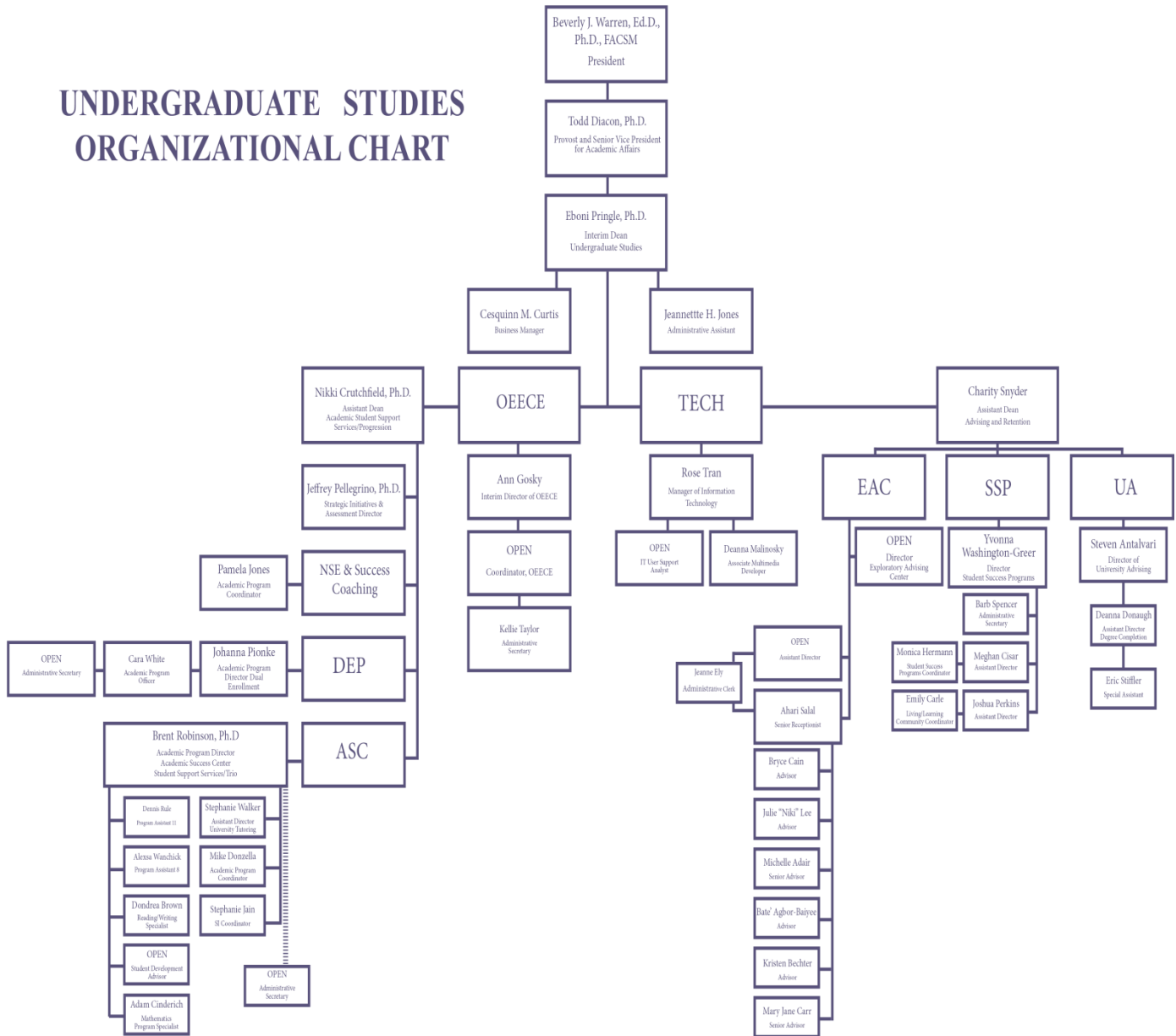
February 2015: Seek approval of Faculty Senate (2/9/15)

March 2015: Approval by Board of Trustees (3/11/15)

July 2015: Update of unit with new designation and name for July 2015. (7/1/15)

Appendix I – Organizational Chart

UNDERGRADUATE STUDIES ORGANIZATIONAL CHART



Appendix II – Exploratory Major Enrollment

Top 10 Under Graduate Majors - Kent Campus – 2014F						
Major	F	M	Total	Top 10	Top 10 F	Top 10 M
Exploratory	590	423	1013	1	4	3
Fashion Merchandising	890	54	944	2	1	
Psychology	673	237	910	3	3	10
Nursing	757	133	890	4	2	
Business Management	283	506	789	5		2
Pre-Nursing	579	94	673	6	5	
Communication Studies	425	224	649	7	8	
Biology	375	271	646	8	10	8
Aeronautics	73	539	612	9		1
Accounting	250	357	607	10		5
Computer Science	36	360	396			4
Criminology & Justice Studies	251	316	567			6
Finance	113	314	427			7
Exercise Science	268	265	533			9
Public Health	458	126	584		6	
Fashion Design	439	37	476		7	
Early Childhood Education	409	22	431		9	

Top 10 New Freshmen Majors - Kent Campus – 2014F						
Major	F	M	Total	Top 10	Top 10 F	Top 10 M
Exploratory	357	202	559	1	1	1
Pre-Nursing	305	42	347	2	2	10
Fashion Merchandising	178	9	187	3	3	
Psychology	138	33	171	4	4	
Biology	105	57	162	5	7	8
Fashion Design	133	7	140	6	5	
Pre-Fashion Dsgn/Merchandising	116	13	129	7	6	
Business Management	46	78	124	8		4
Criminology & Justice Studies	53	65	118	9		5
Aeronautics	12	93	105	10		2
Computer Science	11	79	90			3
Accounting	31	62	93			6
Business Undeclared	31	61	92			7
Architecture	28	44	72			9
Visual Communication Design	70	27	97		10	
Zoology	77	15	92		9	
Early Childhood Education	82	4	86		8	

Appendix III – Programs and Services offered through KSU and at existing University Colleges at Peer Institutions

	Kent State University	Ohio University	Wright State University	Louisiana State -Baton Rouge	Virginia Commonwealth University	University of Rhode Island	Indiana University - Purdue University Indianapolis	University of Texas - San Antonio
Exploratory / Undecided	✓	✓	✓	✓	✓	✓	✓	✓
Supplemental Instruction / Tutoring	✓	✓	✓	✓	✓	✓	✓	✓
Degree Completion	✓						✓	
Academic Advising	✓	✓	✓	✓	✓	✓	✓	✓
Academic Coaching	✓	✓		✓	✓	✓	✓	✓
Learning Community	✓	✓	✓	✓	✓	✓	✓	
Dual Enrollment	✓		✓			✓	✓	
Undergraduate Research	✓			✓	✓	✓	✓	✓
TRIO Programs	✓	✓			✓	✓	✓	
Transfer Center		✓	✓	✓	✓	✓	✓	✓
Coursework (including FYE)	✓	✓	✓	✓	✓	✓	✓	✓
Academic Success Workshops	✓	✓		✓	✓	✓	✓	✓
New Student Orientation	✓	✓	✓	✓	✓	✓	✓	✓
Civic Engagement	✓		✓	✓	✓	✓	✓	✓

Additional Existing University Colleges

- Middle Tennessee State
- South Dakota State University
- University of Missouri
- Syracuse University
- University of North Carolina at Charlotte
- Illinois State University
- University of Texas at Austin

Appendix IV – Strategy for helping Exploratory students meet the 45 hour major selection requirement

University College Exploration Plan

Component 1: Require a minimum of three advising meetings within the first year for all Exploratory students.

Rationale: Additional advising experiences for all Exploratory students allows for an increased focus on major selection and reinforces the importance of solid planning and movement toward declaration.

Component 2: Require all Exploratory students to select one of 13 interest areas (i.e., Banner concentrations) prior to arrival in August.

Rationale: Requiring every student to review and select from the list of potential concentrations is the initial step in establishing the clear understanding that being Exploratory is a temporary status and that every Exploratory student is expected to be actively moving toward identifying and declaring a degree-granting program.

Component 3: Require all New Freshman Exploratory students to take US 20009 - Career Construction in their second term if still undecided.

Rationale: Exploratory students need to be strongly encouraged to maintain a focus on major/career exploration following completion of the first term. This course will assist students in furthering clarifying their choices.

Component 4: Clearly communicate the expectation that every student will declare a program by the time he/she has 45 KSU credit hours.

Rationale: The 45-Hour Rule was implemented to support each student in completing a Baccalaureate program in a timely manner. Early, consistent communication and enforcement of the 45 Hour Rule maintains the appropriate focus on the need for Exploratory students to actively engage in the major/career exploration process. Communication to parents of this expectation is also critical and will occur throughout the admission and enrollment process.

Component 5: Incorporate career counseling for Exploratory students who need additional assistance in decision-making related to a major and/or career.

Rationale: It is important to make available to students, career counseling services to address issues that may make it more difficult for students to decide.

Component 6: Send Exploratory students home from DKS with a homework assignment related to career exploration, i.e., "My Dream Job, and "My Future Workday." Assignment to be processed in FYE.

Rationale: We must keep major/career exploration at the forefront of Exploratory students' overall preparation for their first term.

Component 7: Expect all Exploratory students to complete the on-line Career Maturity Index to garner information about "career choice readiness."

Rationale: The CMI provides information to students and advisors about the student's "Concern," "Curiosity," and "Confidence" in making an initial vocational choice. This information is used to help determine what actions and support will be crucial to a student making a decision.

Component 8: Include major and career exploration components in the FYE sections for Exploratory students.

Rationale: With increased focus being placed on major declaration, Exploratory students will need additional support and resources related to major/career exploration efforts.

Component 9: Develop a holistic “system” within the University for career exploration by Exploratory students, administered by a coordinated “team” of professionals from Undergraduate Studies, Career Services, EHHS, and the colleges.

Rationale: It takes a village. Careful coordination between the various units will ensure Exploratory students receive the necessary information and support at critical junctures in their decision-making process.

Component 10: Create course linkages with Exploratory sections of FYE.

Rationale: Building on the positive experience of two Fall 2011 linkages (Healthcare, Business), course linkages were expanded to include a focus on the high-demand interest areas of Communications, Education, and Math/Computers/Technology, and Human Services. Course linkages will also expose Exploratory students to faculty representing those respective programs.

Component 11: Recruit an Exploratory Advisory Council from the EXCEL Living-Learning Community.

Rationale: Students who are having the exploratory experience are in an excellent position to provide us with input and feedback about our services. Since EXCEL students maintain their link to Undergraduate Studies for at least two terms, they provide the perfect pool for recruitment.

Component 12: Establish a Major Mentors program.

Rationale: Upperclass students who have declared a major can serve as representatives, highlighting for Exploratory students, the decision-making process and points of pride of the respective major.

Appendix V: Retention, Graduation, and Major Change Data for Exploratory Students

First Year Retention	Fall 05	Fall 06	Fall 07	Fall 08	Fall 09	Fall 10	Fall 11	Fall 12	Fall 13
Not US	72.9%	74.2%	72.8%	78.7%	80.3%	76.8%	78.0%	78.7%	82.7%
US	65.7%	67.7%	68.2%	73.7%	70.6%	68.4%	72.4%	71.9%	75.8%
All KC	71.7%	73.0%	72.0%	77.8%	78.6%	75.4%	77.1%	77.6%	81.7%

Six Year Graduation Rate	Fall 05	Fall 06	Fall 07	Fall 08
Not US	50.8%	53.6%	53.0%	57.1%
US	42.1%	42.1%	41.8%	44.9%
All KC	49.4%	51.6%	51.2%	54.8%

Undergraduate Studies New Full-time Kent Campus Freshmen since Fall 2005 with Percent Changing Major by the End of the Second and Third Semesters and Cumulative Earned Hours at Those Points in Time

	Fall 05	Fall 06	Fall 07	Fall 08	Fall 09	Fall 10	Fall 11	Fall 12	Fall 13	Fall 14
Count of New KC FT EXPL FR	615	662	600	699	693	658	665	612	608	559
Percent of Students In a Major Besides EXPL By End of 1st Spring	18%	22%	26%	28%	40%	35%	43%	56%	49%	na
Average Cumulative Earned Hours By End of 1st Spring	27	27	36	27	27	27	29	30	30	na
Percent of Students In a Major Besides EXPL By End of 2nd Fall	47%	45%	49%	53%	62%	66%	79%	83%	na	na
Average Cumulative Earned Hours By End of 2nd Fall	41	41	40	41	41	42	44	44	na	na



January 2, 2015

Eboni Pringle, Ph.D.
Interim Dean
Undergraduate Studies
Kent State University

Dear Dr. Pringle:

Having reviewed the proposal summary to designate Undergraduate Studies as a College and revise the name to University College, I am writing to provide support for this action. Based on the information provided in the proposal University College appears to be a name more consistent with the mission, administrative structure, activities and responsibilities of the unit, as compared with Undergraduate Studies. Further, as the collaborative nature and resource support for the unit will remain the same as the current structure, I see no adverse effects from this change.

Thank you for the opportunity to review the proposal and I wish you success in seeking its approval.

A handwritten signature in blue ink, appearing to read "Deborah Spake".

Deborah Spake, Ph.D.
Dean

The College of Business Administration
Office of the Dean

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December 17, 2014

Dr. Eboni Pringle
Interim Dean
Undergraduate Studies
Kent State University

Dear Dr. Pringle,

I am writing to indicate my support for the proposed designation of Undergraduate Studies as a College and revision of name to University College. As indicated in your proposal, the need for the proposed changes is abundantly clear.

Therefore, as Dean of the College of Education, Health and Human Services I am fully supportive of this initiative.

If there are any questions I can answer at any point in this process, please do not hesitate to let me know.

Sincerely,



Daniel F. Mahony
Dean and Professor

College of Education, Health and Human Services

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