

ACADEMIC NEXUS

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PROFESSIONAL DEVELOPMENT INFORMATION FOR FISK FACULTY

FROM THE OFFICE OF THE PROVOST

Dear Fisk Family,



Classes will end next week and--after a reading day--finals will be upon us. And then it's away we go for the December holiday break. This has been an interesting and productive semester and spring '08 promises more of the same.

I am hopeful that each of you will take this opportunity to rest, get rejuvenated and be prepared for what will, no doubt, be a wonderful spring semester.

Last Friday our consultant, Mwalimu J. Shujaa, was on campus and met with the physics, English and history faculty to discuss and to begin implementation of our plans for curriculum alignment here at Fisk. From all indications the session was educational, productive and showed tremendous promise for the upcoming campus wide exercise. Next month Dr. Shujaa will be back on campus to meet with the entire faculty as we progress with our Courageous Pursuit of Pre-Eminence project. More information will be made available shortly.

In this month's issue we have an outline of the plans for our Restructuring and Prioritizing of Academic and Administrative Programs. We will need the entire University community to become engaged in this exercise for the spring semester. Our goal is for Fisk to emerge as a more efficient and more effective institution and we are confident that we will reach our goal.

Happy holidays!

Kofi Lomotey

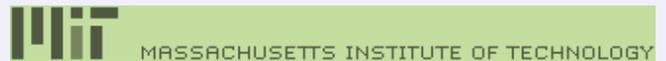
Upcoming Academic Events

The Clark Atlanta University Development Center presents the **3rd Annual Teaching and Learning for Empowerment Conference: A Scholarship of Teaching and Learning Conference for Minority Serving Institutions and Institutions Serving Minorities** will be held on January 18-21, 2008 at The Crown Plaza--Atlanta-Airport Hotel during the King holiday. To register please go to <http://www.caucelinfo.org> before Dec. 15, 2007. There will be 21 seminar topics and Fisk's own Dr. Gary Nash will present at this conference.



The 7th Annual Southeastern Conference on Cross-Cultural Issues in Counseling and Education is on February 8-9, 2008 at the Coastal Georgia Center in Savannah, GA.

This conference will focus on racial identity development (black, white, and other people of color), ethnic identity development and gender and sexual orientation, from infancy through adult maturity. The workshop embraces an anti-oppressive and multicultural perspective. To register please visit the website: <http://ceps.georgiasouthern.edu/conted/issues.html> before *January 20, 2007*.



Massachusetts Institute of Technology (MIT) invites undergraduate students from other colleges and universities to join them at the *Amgen Scholars Summer Research Program in Science and Biotechnology*.

The students will be in Boston for the summer and attend a three-day conference in California. They will attend faculty seminars and a poster session. Students will also tour the New England area.

To be eligible for the Amgen Scholars Program:

- ♦ Students must be sophomores, juniors,

or first-semester seniors with a 3.2 GPA or above.

- ♦ They must be U.S. citizens or permanent residents.
- ♦ They must be enrolled in a 4-year college or university.
- ♦ They must be interested in pursuing a Ph.D. or M.D.-Ph.D.

The application deadline is February 1, 2008. For more information please visit <http://amgenscholars.com>

NEXUS RECOGNITION

- ♦ Congratulations to Special Collections for a job well done. The Fisk University John Hope and Aurelia Franklin Library staff has provided research information for the film *The Great Debaters*, directed by Denzel Washington, to be released December 25, 2007.



Restructuring and Prioritizing Academic and Administrative Programs at Fisk

This fall, Fisk University became engaged in a strategic assessment designed to bring its academic and administrative programs into alignment and equilibrium with its mission. This process is intended to help the University balance its budget, restructure its academic and administrative programs and realign its overall operations to achieve long-term effectiveness and fiscal solvency. The University is drawing heavily from the work of Robert C. Dickeson in his book, *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance*. The process (as outlined in the book) will be adapted to the University’s specific context and needs.

PHASE 1

- ◆ The first phase of the process entails a series of analyses intended to assess the effectiveness and efficiency of all programs, both academic and administrative, within the University. It is spearheaded by area heads, wherein each area head first confirms the budgeted amount necessary for the remainder of the current fiscal year. **(This step has been completed.)**



- ◆ Next, each area head will identify so-called “low hanging fruit” for immediate budget reductions aimed at balancing the current budget. That is, Fisk will identify budgeted items that clearly are
 - (1) not contributing significantly to our mission,
 - (2) not profit making, and
 - (3) not operating effectively and/or efficiently.
- ◆ The President will then confirm or fail to confirm these recommendations. Finally, the President will forward her recommendations to the Board of Trustees at their **February 2008** meeting for immediate implementation.

OUR VALUES

- Diversity
- Excellence
- Teamwork
- Accountability
- Integrity
- Leadership
- Service

PHASE 2

- ◆ The second, more comprehensive phase is proposed as follows. A Campus-Wide Committee (CWC) will be convened in early **January 2008**, made up 15 members:
 - ◇ 2 board of trustees members
 - ◇ 6 faculty
 - ◇ 5 staff
 - ◇ 2 students
- ◆ The CWC will first familiarize themselves with the two sets of preliminary self study questions that have been adapted from the

Dickeson book. (One list will be for academic departments and one will be for administrative departments.) The lists will then be shared with budget heads.

- ◆ During the month of **February 2008**, employees in their individual areas will then address the questions and prepare written reports, indicating their responses to the questions and recommendations for their area in terms of increased funding, reorganization, steady funding, reduced funding or phasing out. These reports will be completed by the end

of February 2008.

These area reports will then be submitted to an outside consultant who will work with the CWC and guide the next stage of the work of that group. Under the guidance of the consultant, the CWC will synthesize all of the reports and place the departments (academic and administrative) in one of five quintiles, ranging from “increased support” to “phase out.”



SERVICE

We believe that service is our ability to give the gift of knowledge to humanity. As we serve, we become transformed and so are our communities.



Restructuring and Prioritizing at Fisk Continued

Education is the most powerful weapon which you can use to change the world.

– Nelson Mandela

- ◆ These classifications will be recommendations. These recommendations will be completed by the end of **March 2008**. In the meantime, the consultant will provide campus-wide communications support to ensure all constituencies are well informed through the process.
- ◆ The CWC final recommendations will then be submitted to the Provost and the President. The Provost and President will then make their joint *preliminary* recommendations by **April 4, 2008**.
- ◆ (Throughout the process, all academic and administrative programs will be carefully scrutinized according to established and uniform

criteria including program history, internal and external demand, program size, scope and productivity, program quality, cost-effectiveness and opportunity analyses.) For the next two weeks (**April 7-18, 2008**), budget heads will be able to respond to the preliminary recommendations. By **April 25**, the Provost and President will finalize their recommendations for presentation to the Board of Trustees at their **May 2008** meeting.



- ◆ Upon initial Board approval, Fisk will be prepared to outline a plan for the phasing out and/or expansion of academic and administrative programs.

Overall, this process emanates from a compelling need to critically examine and thoughtfully assess academic and administrative programs that are the core of the institution and are the real determinants of cost for the entire academic enterprise.

Fisk University (not unlike other higher education institutions) acknowledges that there is a growing incongruence between the academic and administrative programs it offers and the resources required to maintain them at a high level of quality. There is broad consensus within the Board of Trustees that reallocations are a necessity.

Furthermore, it is commonly understood that such reallocations cannot be accomplished without vigorous and responsible prioritization.

More information will be forthcoming to members of the University community as it is available.

| Restructuring and Prioritizing Academic and Administrative Programs at Fisk Calendar-At-A-Glance | |
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| Early January 2008 | Campus-wide Committee (CWC) formed |
| End February 2008 | Written reports due |
| February 2008 | Board Meeting |
| March 2008 | Consultant Support |
| April 4, 2008 | President and Provost Recommendations |
| April 7-18, 2008 | Budget Response to Preliminary |
| April 25, 2008 | President and Provost Final Recommendations |
| May 2008 | Board Meeting Presentation |



Office of the Provost
1000 Seventeenth Avenue, North
Cravath Hall, Room 110
Nashville, TN 37208
Phone: 615-340-3554
Fax: 615-329-8802
Tamiko Black
tblack@fisk.edu

Fisk News

To access the new web-based Fisk University Master Calendar System go to <http://www.fisk.edu> and click on (News and Events).

The Employee Holiday Annual Celebration is December 12, 2007 from 4pm-6:30pm in the Appleton Room in Jubilee Hall.

 *If you have information or announcements for
Academic Nexus,
please send them to the address above.* 