



The University of Georgia

College of Education
Office of the Dean

TO: UGA Curriculum Committee Members

FROM: Louis A. Gaston, Jr.
Dean

RE: Proposal for Administrative Reorganization

DATE: 9/13/04

Enclosed with this memo are documents requesting a reorganization of the administrative structure of the College of Education to enhance effectiveness and efficiency of its management. There are no curricular changes being requested. The entire faculty of the College of Education was given the opportunity to vote on the proposed changes. A majority of the faculty support these changes (73% (146) – yes, 26% (52) – no, 1% (2) - abstentions).

As you will read in these documents, the College of Education previously had 19 departments and one program organized into four schools (see attachment A). The schools provided administrative and fiscal oversight of the departments. Faculty engaged in a two year process to develop the enclosed plan. The proposed administrative reorganization will eliminate the four schools, and merge the 19 departments and one program into 10 larger departments (see attachment B). One department, Health Promotion and Behavior, was not merged with any other department because there is a long range plan of moving this department to the newly proposed College of Public Health.

The faculty have worked hard to reach this plan for the administrative reorganization of the college. The majority of the faculty support these changes. I strongly support them and urge you to approve them. The remainder of this memo provides a brief overview of the process used to develop this plan.

Background

The university's previous provost, Dr. Karen Holbrook, and current provost, Dr. Arnett Mace, specifically asked me to reexamine the administrative structure of the College of Education. The goals for reorganization where:

1. to maintain and enhance our overall standing, quality and reputation despite economic setbacks;
2. to chart a path toward higher performance in the context of the decade ahead;

3. to address the interdisciplinary issues facing colleges of education today;
4. to attract the funding that is going to large multidisciplinary teams;
5. to be able to respond quickly, effectively and efficiently to the needs of Georgia schools under the No Child Left Behind legislation;
6. to create a structure which would attract outstanding faculty with a vision for the future of public education.

These goals required intense involvement of faculty, staff and students in crafting a new administrative structure. This involvement culminated in all faculty participating in a college-wide vote on the proposed structure. The two-year process included the following steps:

- All faculty and staff were invited to attend at least one of four town hall meetings held in the fall of 2002 to initiate the discussion of reorganization.
- A reorganization committee of 8 faculty, 2 staff and 2 students worked throughout the spring semester of 2003 to develop models for reorganization. All departments were required to submit data for reorganization. All departments, programs and individuals were also encouraged to submit ideas directly to the committee. Two town hall meetings for all faculty and staff were held so that people could provide formative feedback on the emerging models. The final report of the committee recommending 9 different models for reorganization was submitted to me June 30, 2003.
- I selected a model, slightly modified it, and communicated (9/4/03) my recommendation to the Provost and faculty.
- An external review team was brought to campus by Provost Mace in November 2003 to review the academic integrity and faculty involvement in the process of the proposed reorganization model. All faculty and staff were provided an opportunity to meet with the team. Provost Mace and Dr. Dunn have communicated that the work of this external team satisfies the requirement for an external review in the case of involuntary dissolutions which are necessary for this reorganization.
- Several departments completed votes to voluntarily dissolve and submitted paperwork for name changes by the end of April 2004.
- The faculty assigned to each of the four schools within the College of Education voted whether or not to dissolve their individual school. Voting concluded May 7. Faculty in three of the four schools voted to voluntarily dissolve their school. The fourth school is considered an involuntary dissolution.
- In a memo (5/27/04) to all faculty I communicated the remaining steps that needed to be completed to finalize reorganization. That memo stated "...faculty or heads of units being considered for involuntary dissolution may prepare a letter of

response to the proposal with supporting documentation to be transmitted with the proposal." All materials received from faculty and department heads are included in the attached documents.

- Faculty continued conversations on the details of reorganization during the summer and early fall of 2004. All remaining units submitted proposals to merge by August 31, 2004.
- The week of September 6, 2004 a final plan for reorganization was presented to all faculty for a vote.

During any major organizational change there are people who would prefer not to change. This reorganization is no different and the vote reflects this. However, the majority of the faculty do support the proposed reorganization. There has been a lengthy faculty process of discussion and deliberation. I am respectfully requesting that all of the enclosed dissolutions and the establishment of new departments be approved.

Cc: Maureen Grasso



