



## BOARD OF REGENTS

### SUMMARY OF ITEM FOR ACTION, INFORMATION OR DISCUSSION

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**TOPIC:** Proposal to Create a New College of Public Affairs at the University of Baltimore.

**COMMITTEE:** Education Policy

**DATE OF COMMITTEE MEETING:** March 24, 2010

**SUMMARY:** The University of Baltimore is proposing to create a new College of Public Affairs, which will consist of academic programs and faculty members that are currently part of the College of Liberal Arts. The proposed new college will house graduate programs in public administration and negotiation and conflict management; graduate and undergraduate programs in criminal justice, health systems management, and human services administration; and undergraduate programs in government and public policy and international studies. The creation of the school is congruent with UB's existing separate professional schools of business and law and is consistent with academic practice in higher education where professional programs in public administration, criminal justice, health administration, and policy are typically located in a separate, first-level academic unit distinct from the first-level units that include the types of academic programs focused in traditional colleges of arts and sciences.

With the creation of a separate College of Public Affairs, the College of Liberal Arts will be renamed the College of Arts and Sciences. The renamed College will focus its efforts on undergraduate education (including general education for UB's new lower-division students) and will strengthen and expand its offerings in traditional arts and sciences disciplines, both undergraduate and graduate.

The proposal from UB addresses the requirements of the USM Board of Regents "Policy on the Creation/Development by University System of Maryland Institutions of Schools or Colleges" (III-7.05).

**ALTERNATIVE(S):** The Committee could reject the proposal or could ask for additional information.

**FISCAL IMPACT:** The institution will fund the costs of the administrative structure for the new College and the one-time transition costs through reallocation of existing resources and by directing funds from enrollment growth to enhanced instructional capacity.

**CHANCELLOR'S RECOMMENDATION:** That the Committee on Education Policy recommend that the Board of Regents approve the proposal from the University of Baltimore to create a new College of Public Affairs.

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COMMITTEE RECOMMENDATION: Approval.

DATE: March 24, 2010

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BOARD ACTION:

DATE:

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SUBMITTED BY: Irwin L. Goldstein (301) 445-1992

irv@usmd.edu





Office of  
the President

March 4, 2010

Dr. William E. Kirwan  
Chancellor  
University System of Maryland  
3300 Metzerott Road  
Adelphi, MD 20783

Dear Brit,

In compliance with the USM Policy on the Creation/Development by University System of Maryland Institutions of Schools or Colleges, please find the attached Proposal to Create a New College of Public Affairs at the University of Baltimore for your review.

Sincerely,

Robert L. Bogomolny  
President

Enclosure

cc: Joseph S. Wood, Provost  
Larry Thomas, Dean

**University of Baltimore**  
1420 N. Charles St.  
Baltimore, MD 21201

T: 410.837.4866  
F: 410.837.4875  
E: [president@ubalt.edu](mailto:president@ubalt.edu)  
[www.ubalt.edu](http://www.ubalt.edu)

# **Proposal to Create a New *College of Public Affairs* at the University of Baltimore**

## **Summary**

The University of Baltimore (UB) proposes to create a new College of Public Affairs effective July 1, 2010. UB's "first-level, dean-led" academic structure currently consists of three colleges/schools: the Yale Gordon College of Liberal Arts, the Merrick School of Business, and the School of Law. This proposal is made in conformance with the University System of Maryland Board of Regents "Policy on the Creation/Development by University System of Maryland Institutions of Schools or Colleges" (III – 7.05).

The proposed College of Public Affairs will consist of academic programs and faculty members that are currently part of the College of Liberal Arts and serve approximately 50% of the College of Liberal Arts' degree and certificate seeking students (fall 2009 census headcount). The proposed new College will house graduate programs in public administration (including a doctoral program) and negotiation and conflict management; graduate and undergraduate programs in criminal justice, health systems management, and human services administration; and, undergraduate programs in government and public policy and international studies. The current Yale Gordon College of Liberal Arts will be renamed to the Yale Gordon College of Arts and Sciences.

In fall 2007, UB began to admit first-year year students for the first time in nearly 30 years. During the start-up period for this initiative, the majority of the academic and advising services associated with these students were located in the Provost's office. Beginning July 1, 2010 responsibility for academic aspects of first year students will move to the re-named College of Arts and Sciences; responsibility for advising aspects will follow during a transition period.

The proposed creation of the College of Public Affairs is congruent with UB's existing separate professional schools of business and law, and is consistent with academic practice in higher education where professional programs in public administration, criminal justice, health administration, and policy are typically located in a separate, first-level academic unit distinct from the first-level units that include the types of academic programs found in traditional colleges of arts and sciences. The proposed separation will benefit both academic entities. The proposed College of Public Affairs will be better able to focus its efforts on professional education, public and professional service, and basic and applied research relevant to their fields. The re-named College of Arts and Sciences will be better able to better focus its efforts on undergraduate education (including the transitioned lower division students) and to strengthen and expand its offerings in traditional arts and science disciplines, both undergraduate and graduate. Synergies and efficiencies in both academic units are anticipated in the years ahead.

The remainder of this document provides additional background, rationale, and information required by the University System of Maryland Board of Regents Policy.

## Background

UB's academic structure currently consists of three "first-level, dean-led" colleges/schools: the Yale Gordon College of Liberal Arts (YGCLA), the Merrick School of Business (MSB), and the School of Law (LAW). In fall 2007, UB began to admit first-year students for the first time in nearly 30 years; during the start-up period for this initiative the majority of the academic and advising services associated with these students were located in the Provost's office. Figure 1 shows the fall 2009 distribution of degree and certificate student headcount<sup>1</sup> among the four academic entities.

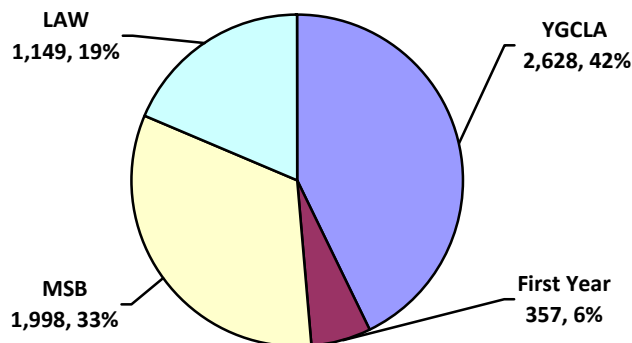


Figure 1. Distribution of degree and certificate student headcount at UB, fall 2009.

During the four years between fall 2005 and fall 2009, UB headcount enrollments among degree and certificate seeking students increased by 31% – more than two-thirds of the growth occurred in the College of Liberal Arts (43%) and as a result of admitting first year students (25%).

The College of Liberal Arts presently offers thirty-three (33) undergraduate and graduate degree and certificate programs. The College of Liberal Arts also hosts three research institutes/centers. Academic administration within the College of Liberal Arts consists of a Dean's office, and seven (7) "second-level" academic units (schools and divisions, aka, departments). (See Attachment 1, *Current Organization Structure, University of Baltimore, Yale Gordon College of Liberal Arts, Schools/Divisions and Programs.*)

During summer and fall 2009, planning was underway to transition the academic and advising functions for first year students from the Provost's office to the College of Liberal Arts, with the transition starting with the academic aspects in July 2010. As part of these deliberations, and given the recent growth in the College, in September 2009 UB's Provost Wood considered the potential benefits of creating a new "first-level, dean-led" academic unit to house selected undergraduate and graduate professional programs that were part of the College of Liberal Arts. Following discussions with UB's President Bogomolny and the College's Dean Thomas, and preliminary discussions with senior College faculty members, on October 2, the Provost met with the Faculty Senate of the College of Liberal Arts to ask them to consider the possible

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<sup>1</sup> Approximately 25 joint degree students are counted twice.

benefits of dividing the College of Liberal Arts into two parts, coincident with the transition of the academic and advising functions for first year students.

Following the October 2, 2009 meeting with the College of Liberal Arts' Faculty Senate to discuss possible reorganization, on October 5, 2009 Provost Wood sent a memorandum to Dr. Nancy Kaplan, the President of the College of Liberal Arts' Faculty Senate, discussing his vision for creating two separate academic entities, and the rationale for doing so. (See Attachment 2.) This memorandum was shared with the College's faculty. Two open meetings of the College of Liberal Arts Faculty Senate's Executive Committee were held on October 21 and 27 at which time the Executive Committee and faculty members discussed the Provost's proposal and various reorganization alternatives.

On November 13, members of the College of Liberal Arts' Faculty Senate's Executive Committee and the Executive Directors/Division Chairs of the College's Schools/Divisions met and made the following restructuring recommendations (see Attachment 3):

- "The current College of Liberal Arts should be divided into two college-level units."
- The proposed "School of Public Policy, Administration and Justice (or another name to be determined) will house the School of Public Affairs; the Division of Criminology, Criminal Justice, and Forensic Studies; the undergraduate and graduate human services administration programs; and the graduate program in negotiation and conflict management."
- The re-named "College of Arts and Sciences will house the Division of Applied Behavioral Sciences; the Division of Legal, Ethical & Historical Studies; the School of Communications Design; the School of Information Arts and Technologies and the Division of Liberal Studies."

At the December 11, 2009 meeting of the College of Liberal Arts' Faculty Senate, the recommendations were approved by an overwhelming majority. And, on January 13, 2010, the recommendations were unanimously adopted by the University of Baltimore's Faculty Senate.

While the discussions among the College's faculty were underway, numerous other stakeholders and members of the University's community were advised of, and consulted regarding, the potential reorganization/structural change. These meetings and discussions included:

- September 23, 2009: President Bogomolny and Provost Wood discussed the potential reorganization with the Executive Committee.
- October 1, 2009: Dean Thomas discussed the potential reorganization with UB's Vice President for Institutional Advancement and CLA's Director of Development.
- October 6, 2009: the potential reorganization was further discussed at the President's retreat with Executive Committee members and deans.
- October 7, 2009: President Bogomolny discussed the potential reorganization with members of the UB Foundation's Board.

- October 22, 2009: Dean Thomas discussed the potential reorganization with members of the CLA Dean's Advisory Council.
- November 13, 2010: members of the College of Liberal Arts' Faculty Senate's Executive Committee and the Executive Directors/Division Chairs of the College's Schools/Divisions approved a memorandum in support of restructuring (discussed above).
- November 24, 2009: Dean Thomas discussed the potential restructuring with College of Liberal Arts' staff members.
- December 4, 2009: President Bogomolny and Provost Wood advised the members of UB's University Council of the potential restructuring.
- December 7, 2009: Provost Wood appointed Dr. Deborah Kohl as Special Assistant to the Provost, pursuant to recommendation #3 of the proposed restructuring memorandum.
- December 11, 2009: the College of Liberal Arts Faculty Senate overwhelmingly endorsed the restructuring memorandum proposed by the College of Liberal Arts' Faculty Senate's Executive Committee and the Executive Directors/Division Chairs of the College's Schools/Divisions (discussed above).
- January 11, 2010: Provost Wood held a transition planning meeting with University staff members who will be responsible for administrative aspects of the reorganization.
- January 13, 2010, the University Faculty Senate unanimously endorsed the restructuring memorandum prepared by the College of Liberal Arts' Faculty Senate's Executive Committee and the Executive Directors/Division Chairs of the College's Schools/Divisions and previously approved by the College of Liberal Arts' Faculty Senate.
- January 21, 2010: Executive Directors/Division Chairs of the College's Schools/Divisions and senior Dean's Office staff endorsed in principle recommendations for the equitable distribution of the CLA's UB Foundation and "self-support" funding (not including student scholarship funds).
- January 22, 2010: additional details regarding the reorganization were discussed with UB's University Council.
- January 27, 2010: President Bogomolny sent an e-mail to all members of the University community announcing the creation of a new web-site containing information regarding the restructuring.
- February 1, 2010: Provost Wood held an open meeting with members of the University's Administrative Council to discuss restructuring.
- February 2, 2010: Executive Directors/Division Chairs of the College's Schools/Divisions and senior Dean's Office staff were provided a comprehensive memorandum (and background documents) detailing the CLA's budget history from FY2009 through the present.
- February 19, 2010: Executive Directors/Division Chairs of the College's Schools/Divisions and senior Dean's Office staff endorsed in principle recommendations for the equitable distribution of the CLA's state-support funding.

- February 26, 2010: UB’s University Council held a full discussion of the proposed restructuring and reviewed a draft of the proposal to create the College of Public Affairs for transmission to the Chancellor.

To implement the restructuring recommendations of the College’s faculty, it was determined that the Yale Gordon College of Liberal Arts would be *re-named* the Yale Gordon College of Arts and Sciences (YGCAS) and a College of Public Affairs (CPA) would be created.

Figure 2 shows the division of fall 2009 undergraduate and graduate, degree and certificate, student headcount that would have existed had the proposed “division” of the existing College of Liberal Arts been in place at the time. The distribution of enrolled degree and certificate student headcount among the two units is almost exactly equal – the College of Arts and Sciences would have had 50.8% and the College of Public Affairs 49.2%. Within each unit the distribution of headcount among graduate and undergraduate students would have differed: 59% of students in the College of Arts and Sciences would have been undergraduates, while only 50% of students in the College of Public Affairs would have been undergraduates.

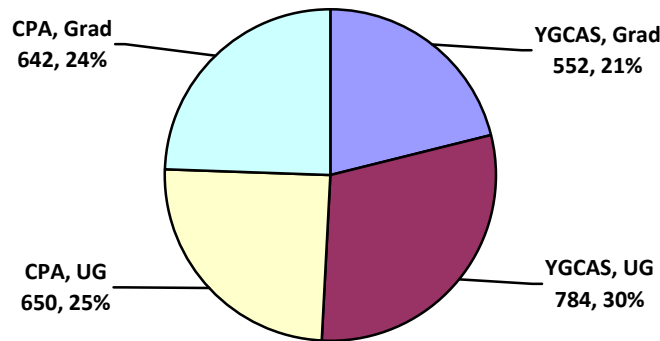


Figure 2. Distribution of degree and certificate YGCLA student headcount at UB, fall 2009, assuming the proposed program distribution.

The difference in the relative proportion of undergraduates in the two entities would have been even greater had the 357 first and second year undeclared major students also been in the College of Arts and Sciences during fall 2009 – if the first and second year students are included, 67% of the degree and certificate seeking students in the College of Arts and Sciences would have been undergraduates.

Figure 3 shows the fall 2009 distribution of degree and certificate student headcount among the four academic entities that would have occurred had the restructuring been in place and the first and second year students integrated into the College of Arts and Sciences.



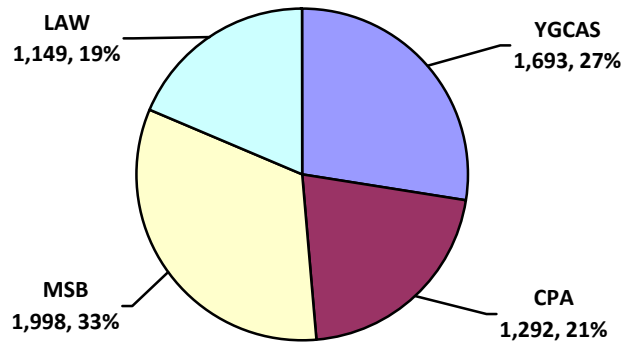


Figure 3. Distribution of degree and certificate student headcount at UB, fall 2009, if the proposed structure had been in place.

### Rationale for the New Structure

The proposal to create a College of Public Affairs consisting of selected existing programs in the College of Liberal Arts, and re-naming the Yale Gordon College of Liberal Arts to the Yale Gordon College of Arts and Sciences, is part of the University of Baltimore's ongoing commitment to provide innovative, relevant education to current and future generations of students. This initiative supports Goal One of the University's strategic plan by:

- strengthening and expanding the foundation of general-education and liberal arts courses to enhance undergraduate student success;
- enhancing UB's distinction in the fields of public administration and criminal justice; and,
- building upon institutional strengths in public service, applied research, interdisciplinary collaboration and the development of distinctive, robust and contemporary majors.

The proposed College of Public Affairs will house programs in public administration, criminal justice and forensics, health systems management, human services administration, government and public policy, negotiations and conflict management, and international studies. The College will build on UB's strengths in educating students for public service careers and in producing applied research and management consulting for federal, state and local agencies.

A stand-alone College of Public Affairs will enhance UB's intellectual mission and expand its public service mission, and fits perfectly with UB's "brand" – *Knowledge That Works*. Although coming from multiple disciplines, the faculty of the proposed College share common areas of interest in administration and preparing professionals for careers in public sector, third sector, and health care organizations, as well as a passion for active engagement in real-world issues and public service – putting their *knowledge to work*. They are deeply grounded in traditional research disciplines, but they focus their research on pressing policy and organizational issues that cross disciplinary lines – creating *knowledge in service to society*. The stand-alone College of Public Affairs (which includes the Schaefer Center for Public Policy) will be better positioned

to act expeditiously when opportunities for entrepreneurial activities arise, to build expertise and new programs in related areas, and to establish synergies among its faculty members.

The proposed College will also create an increased potential for substantial instructional efficiencies across programs, at both the undergraduate and graduate levels. This is particularly true in domains where similar courses are taught in multiple programs, including quantitative courses (such as statistics, evaluation, and analytical techniques) and management courses, as well as in the offering of specialized electives. While such efficiencies would have been possible without the reorganization, they are more likely to be successful given the tighter pooling of shared interests within the proposed College of Public Affairs.

The *spin-off* of the programs going into the proposed College of Public Affairs will also benefit the re-named College of Arts and Sciences. As Provost Wood stated in the conclusion to his October 5, 2009 memorandum to the President of the College of Liberal Arts' Faculty Senate (Attachment 2), that was shared with the entire faculty, this proposal is "the first stage of a long-term transformation toward UB's future College of [Arts and Sciences]." The October 5 memorandum laid out the advantages for the College of Arts and Sciences and the vision for their future:

[The challenge], then, is to build a distinctive, even edgy, [College of Arts and Sciences] of rich and robust applied liberal arts-based degree programs, and to do so through building successful integration of the [first and second year] program with the College; reviewing, and likely broadening and strengthening, general education (under the University Faculty Senate); building capacity in science and art to ensure sufficient general education breadth, support other programs..., and develop an integrated major program in each area; strengthening and further integrating across the curriculum programs in writing and in information technology; developing new degree programs, and perhaps eliminating others, as appropriate to the strengths of the College; and strengthening, perhaps even growing, graduate programs consistent with the mission of UB.

... not all academic programs and faculties in the College [of Liberal Arts] are as focused on the full liberal arts based programmatic range from general education through graduate education required, nor should they all be expected to be so. This is especially true of the public policy and public management oriented programs in the College... Nor, as presently organized, does the College have the focus necessary to support simultaneously the range of programs required, from general education through graduate programs... some elements of the college have a narrower, different, more public policy focused mission, one appropriate for an urban institution like UB, but not for accomplishing the liberal arts core work of UB.

### **College of Public Affairs Mission and Relationship to Approved University Mission**

As previously noted, the proposed re-organization fits within UB's approved mission and supports Goal One of the University's strategic plan by:

- strengthening and expanding the foundation of general-education and liberal arts courses to enhance undergraduate student success;
- enhancing UB's distinction in the fields of public administration and criminal justice; and,
- building upon institutional strengths in public service, applied research, interdisciplinary collaboration and the development of distinctive, robust and contemporary majors.

A *transitional* Mission for the College of Public Affairs has been adopted; it will undoubtedly be changed during the College's FY2011 strategic planning exercise, but the core elements are likely to remain the same:

The College of Public Affairs prepares our graduates for successful professional careers in the complex and diverse workplace of today and tomorrow. Our graduates possess the theoretical knowledge and substantive skills necessary to enhance the organizations in which they work and can apply them in practice. They are able to analyze administrative decisions, organizational issues, and social problems from multiple perspectives, and clearly communicate their thoughts and rationale to others in ways that promote a successful resolution. Our graduates adhere to the highest standards of ethical conduct, and make valued contributions to their professional and local communities, the State of Maryland, the region, and around the globe.

Our faculty members are committed to improving the practice in their fields – both through the students they teach and the research they contribute to expanding the knowledge base of those fields. They apply their expertise to help public, not-for-profit, health care, and third sector organizations and to address pressing policy issues. They bring what they learn back to inform and enhance their students' classroom experience.

Creation of the proposed College of Public Affairs will help the University of Baltimore to meet the vision and goals laid out in its strategic plan. The creation of the proposed College of Public Affairs, by itself, will enhance the regional and national recognition due these programs. Brought together in a single unit with shared values, the faculty and programs in the proposed College of Public Affairs will continue to take the initiative to ensure its mostly non-traditional students have access to the education that helps them to advance their professional careers. The proposed College also will continue to play a major role in fulfilling the faculty research and public service aspects of the University's mission.

The programs that will be part of the proposed College have focused on providing the innovative education that helps pre-professional and in-service students advance their careers. The programs have made education, both graduate and undergraduate, accessible to students with jobs and families. In terms of basic research, the faculty members of the proposed College of Public Affairs collectively are the most productive in terms of academic publications and research in the existing College of Liberal Arts. And, by the very nature of the fields they represent, these faculty members are collectively the highest overall contributors in terms of professional and public service.

The creation of the proposed College of Public Affairs is an integral step in helping UB to achieve its vision for the future.

- *Enhance the learning experience:* The programs that will be part of the proposed College of Public Affairs have been the most successful at making education accessible to non-traditional and working students. The Doctorate and Masters in Public Administration are offered in a weekend, executive-like format at the Universities at Shady Grove. The undergraduate program in Health Systems Management is offered on Saturdays at both the UB and Shady Grove campuses. (The graduate program is offered on Saturdays at UB.) The MPA degree is available entirely on-line, but relatively few students have pursued that approach. Instead, most students choose to mix in-class and on-line learning, to fit with their lives and allow them to graduate in a reasonable period. The programs in Health Systems Management offer a number of on-line courses, and other programs in the proposed College are expected to follow on these successes.
- *Grow student headcount:* In terms of fall 2009 credit hours taken by students within a major, the proposed College of Public Affairs contains the largest graduate program, Public Administration, and the largest undergraduate program, Criminal Justice, in the existing College of Liberal Arts. Public Administration is twice as large as the next largest graduate program. In terms of credit hours taken, the proposed College contains the two fastest growing graduate programs; in the four years between fall 2005 and fall 2009, the M.S. in Health Systems Management has grown by 73.4% and the masters' in Public Administration has grown by 72.6%.
- *Achieve national ranking and recognition:* four of the programs in the College of Public Affairs are accredited/certified by national bodies: the Masters' of Public Administration by the National Association of Schools of Public Affairs and Administration (NASPAA); both the B.S. and M.S. in Criminal Justice by the Academy of Criminal Justice Sciences; and, the B.S. in Health Systems Management by the Association of University Programs in Health Administration (AUPHA). The College anticipates seeking certification for the graduate Health Systems Management program and the Human Services Administration programs in the future.

## **Academic and Administrative Structure and Faculty Resources**

This section provides additional information on the proposed academic structure and administration of the College of Public Affairs, as well as the re-named Yale Gordon College of Arts and Sciences. It also discusses the faculty resources that will be assigned to the two Colleges.

### **Academic Structure**

The academic organization of the re-named Yale Gordon College of Arts and Sciences following the creation of the of the College is shown in Attachment 4, *Proposed Organization Structure, University of Baltimore, Yale Gordon College of Arts and Science, Schools/Divisions and Programs*. The College will consider revisions to its "second-level" (school/division) and "third-level" (academic program) academic structure during strategic planning following the

selection of a new Dean. This aspect of the proposed re-organization is in accordance with the following language contained in Board of Regents Policy III-7.05: *“the Board of Regents has delegated to the institutions the authority for the... changing of... college names.”*

The proposed academic organization of the College of Public Affairs is shown in Attachment 5, *Proposed Organization Structure, University of Baltimore, College of Public Affairs, Schools and Programs*. The faculty who will be in the proposed College met and determined that the College should consist of three “second-level” academic units: the School of Public and International Affairs (a “re-naming” of the existing School of Public Affairs); the School of Criminal Justice (a “re-naming” of the existing Division of Criminology, Criminal Justice, and Forensic Studies); and a new School of Health and Human Services, consisting of academic programs drawn from the existing School of Public Affairs and the “second-level” units in the College of Liberal Arts.

*Note:* The University of Baltimore’s College of Liberal Arts has traditionally used the terms “division” and “school” to refer to the “second-level” academic entities residing under the “first-level, dean-led” College of Liberal Arts; these are the same as departments at other institutions – they consist of faculty members from multiple, related disciplines, are responsible for specific academic programs, and do not have underlying departments. The new School of Health and Human Services and the re-named School of Criminal Justice will be constituent units within the College of Public Affairs, resident under the Dean of the College, and will *not* require additional administrative structures or infrastructure costs. This aspect of the re-organization is in accordance with the following language contained in Board of Regents Policy III-7.05: *“the Board of Regents has delegated to the institutions the authority for the creation of academic departments or the changing of department... names.”*

#### Administrative and Student Advising Resources

Pending approval of this proposal, we are reviewing different staffing models for the proposed College of Public Affairs, including moving some present College of Liberal Arts (CLA) staff members to the new College and having shared responsibilities for a period of transition to allow the two deans to organize their units administratively. Neither the proposed College of Public Affairs or the renamed College of Arts and Sciences require a structure fully duplicative of the present CLA. We also add that we are reviewing options for reorganization of space to accommodate an additional dean’s office suite, and that we have arrived at a consensus on the allocation of financial resources, including from endowment sources, between the two units.

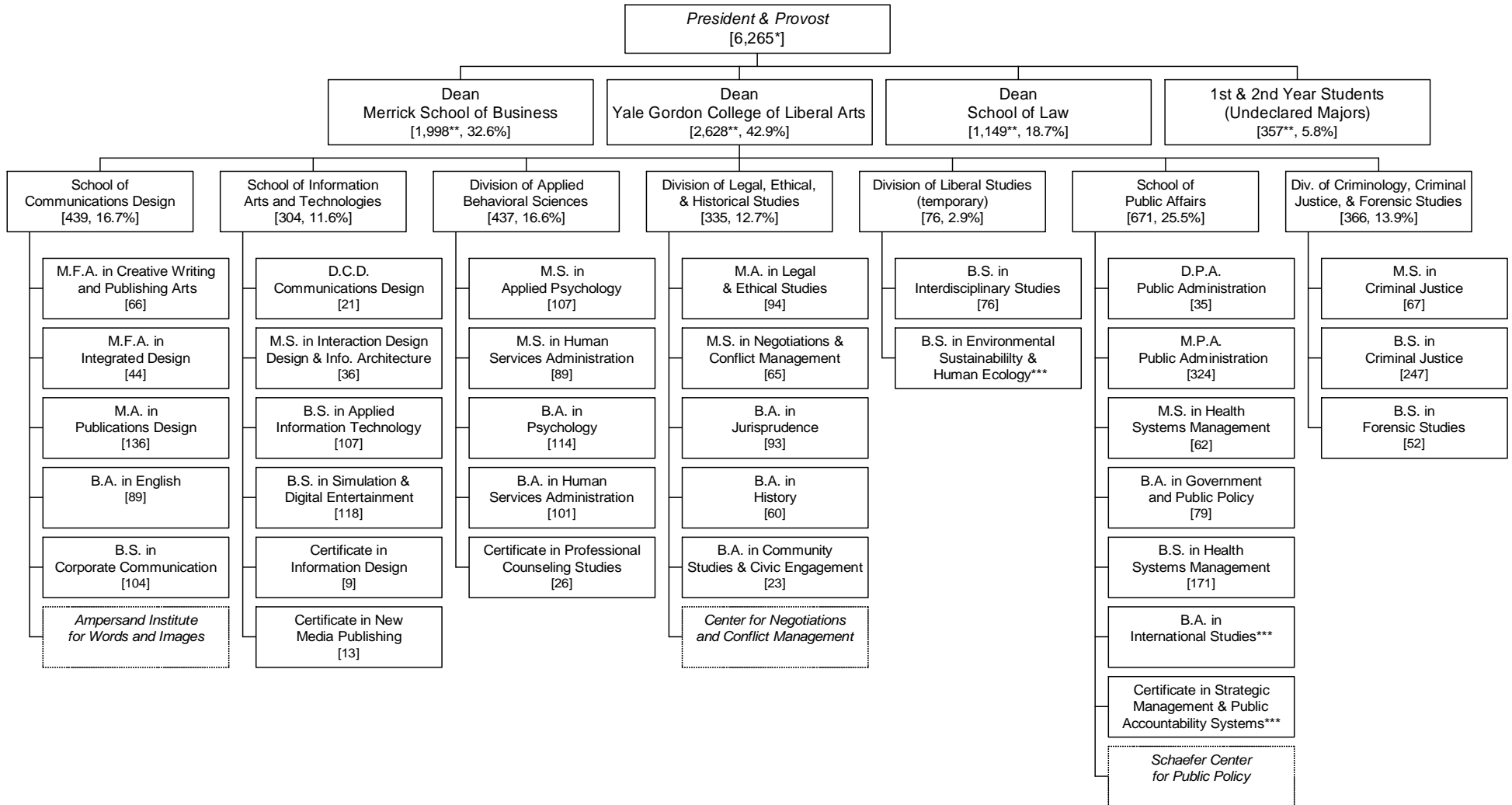
#### Faculty Resources

The proposed creation of the College of Public Affairs will *not* require the creation of any new faculty positions. The Yale Gordon College of Liberal Arts currently has a total of 77.2 budgeted faculty FTEs. Searches are underway to fill four (4) new FTE faculty positions for AY2011; funding for these positions was approved as part of the FY2010 budget process.

The existing 77.2 faculty positions will be allocated between the re-named College of Arts and Sciences and the newly-created College of Public Affairs, with 47 (61%) of the faculty FTEs

going to Arts and Sciences, and 30.2 FTEs (39%) going to Public Affairs. If all four (4) current searches are successful, each academic unit will receive an additional two (2) FTE positions.

**ATTACHMENT 1: CURRENT ORGANIZATION STRUCTURE**  
**University of Baltimore, Yale Gordon College of Liberal Arts, Schools/Divisions and Programs**  
 [fall 2009 enrolled student headcount]



\* Degree seeking, certificate, non-degree, visiting, and inter-institutional unduplicated headcount.  
 \*\* Degree seeking and certificate headcount; approximately 25 joint degree students counted twice.  
 \*\*\* New degree and certificate programs approved for implementation fall 2010.



**MEMORANDUM**

TO: Nancy Kaplan, Chair, CLA Faculty

FROM: Joseph S. Wood, Provost

DATE: October 5, 2009

SUBJECT: Liberal Arts with an Edge

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Following on my remarks at the October 2<sup>nd</sup> meeting of the CLA Faculty, I offer here some additional thoughts on creating a new College of Liberal Arts.

UB has evolved over its almost 85 years to emerge as an institution in which “knowledge that works” is an effective descriptor—an institution with a mix of baccalaureate and graduate programs built on a liberal arts core and extending into interdisciplinary, applied, and professional realms of knowledge. With introduction of freshmen and sophomores, UB has added responsibility for an intensive, lower-level liberal arts core and a larger set of baccalaureate programs without losing its essential character as an institution that emphasizes interdisciplinarity, applied learning, professional development, and graduate education. The work in front of UB is to build programmatically this more intensive liberal arts core and larger set of baccalaureate programs equal to and complementary with its traditional array of programs necessary for educating UB students for the years ahead. Even if the student profile were not changing, but especially because it is changing, we have this obligation.

My challenge to the College, then, is to build a distinctive, even edgy, college of rich and robust applied liberal arts-based degree programs, and to do so through building successful integration of the FSP program with the College; reviewing, and likely broadening and strengthening, general education (under the University Faculty Senate); building capacity in science and art to ensure sufficient general education breadth, support other programs (such as forensics), and develop an integrated major program in each area; strengthening and further integrating across the curriculum programs in writing and in information technology; developing new degree



programs, and perhaps eliminating others, as appropriate to the strengths of the College; and strengthening, perhaps even growing, graduate programs consistent with the mission of UB.

This is a tall order, and the faculty and leadership of the College have been quick to admit that the necessary program array, pedagogical experience, instructional capacity, and leadership experience are presently insufficient for taking on this agenda. Moreover, not all academic programs and faculties in the College are as focused on the full liberal arts based programmatic range from general education through graduate education required, nor should they all be expected to be so. This is especially true of the public policy and public management oriented programs in the College.

So how shall we address meeting the challenge I lay out above? First, the College has developed already a penchant for creative, interdisciplinary program development with a liberal arts base that extends appropriately to applied and professional education. This innovative characteristic, this essence, of the College gives it an edge, by which I mean both an advantage to take on the challenge and an edginess to succeed in a creative fashion. It is not my intent to shape a traditional liberal arts college, rather I intend to support leveraging the best of what is already manifest in the College's applied liberal arts approach. This approach does not necessarily privilege disciplines, especially "traditional" disciplines. It does privilege faculties who have developed and share modes of thinking, critical analysis and interpretation, knowledge construction, and communication. Moreover, in a world in which all of these skills are informed by and elaborated through information technology, information literacy, and media literacy, including writing as a mode of analysis, such literacies, as well as quantitative and qualitative approaches to understanding, must be central competencies of the liberal arts core of UB's programs.

If this is how we shall address the challenge, how shall we actually accomplish it? There must be a commitment of resources, of course, and I make that commitment with the support of the President and the senior leadership of the University. The resources are intended to empower the College through investment in faculty lines that ensure the necessary program array, pedagogical experience, and instructional capacity that the College has noted are presently insufficient. FSP has funded several new lines in the College in recent years, and it will continue to fund additional lines. It is true that UB, like all USM institutions, and higher education in general, is suffering financially from the recession, but UB is growing, and growth brings new revenue. Even as we have been faced with internal reductions and reallocation, we have dedicated new revenues to initiatives in academic affairs, and we will continue to do so.

To ensure the most effective allocation of these resources and deployment of these new faculty lines will require experienced leadership. Some of that experience and leadership resides in the present faculty of the College, and Dean Thomas has led the College well as UB has evolved in recent years. But the College does not have the weight of experienced leadership for creative development of general education and interdisciplinary programs that will ensure a distinctive

applied liberal arts approach to education, liberal arts with an edge, that can and should be a hallmark of UB.

Nor, as presently organized, does the College have the focus necessary to support simultaneously the range of programs required, from general education through graduate programs. As I note above, some elements of the college have a narrower, different, more public policy focused mission, one appropriate for an urban institution like UB, but not for accomplishing the liberal arts core work of UB. Certainly, some of these programs already offer service courses and successful baccalaureate degree programs, as does the Merrick School of Business.

How to move forward with respect to organization, then? The faculty of the College could take leadership of this transformative effort themselves through self-organizing efforts of communities of shared interest, creating opportunities for cross-disciplinary synergies. At the same time, those programs that have the narrower, different, policy-focused mission relative to the core mission of the liberal arts, might self-organize to set up a separate collegiate unit, most likely, of course, around public affairs. Or the faculty can ask that Dean Thomas and I lead the effort, design the organizational structure, allocate the necessary resources, and initiate searches for new leadership.

I expect to be able to follow up in short order with additional details for how we will organize and support the faculty's efforts here. I want neither to pre-empt faculty efforts at self-organizing nor to delay efforts to initiate leadership searches as soon as possible. It will be easy to want to delay actions on reorganization, but that will only delay allocation of resources, for what we will accomplish is just the beginning, not the end. It is not simply temporary or politically expedient. It is the first stage of a long-term transformation toward UB's future College of Liberal Arts.

**ATTACHMENT 3**

**To: CLA Faculty**  
**Fr: Faculty Senate Executive Committee and Division Chairs**  
**Re: Proposal to Restructure the current College of Liberal Arts**

The CLA Senate executive committee and the CLA division chairs met Friday, November 13, to discuss issues related to the proposed restructuring of the existing College of Liberal Arts. Faculty members attending were Nancy Kaplan, Sam Brown, Tom Carney, Debbie Kohl, Tom Mitchell, Bridal Pearson, Jeff Ross, Jon Shorr, Richard Swaim, Sarah Verville, Laura Wilson-Gentry, Betsy Yarrison, and Janet Yun. Provost Joe Wood and Dean Larry Thomas attended for the first hour to give their perspectives on the subject.

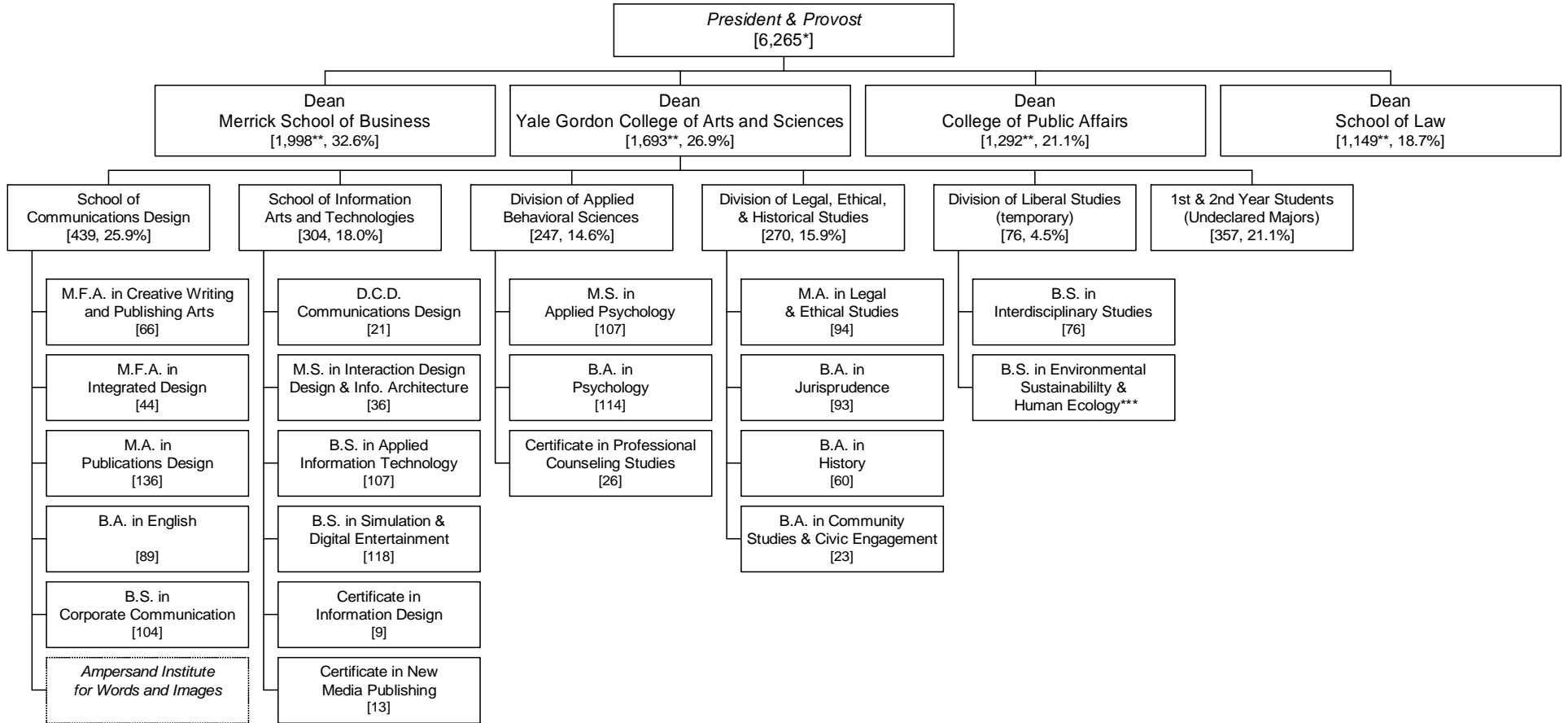
The meeting resulted in the following recommendations.

1. The current College of Liberal Arts should be divided into two college-level units:
  - a. A new School of Public Policy, Administration and Justice (or another name to be determined) will house the School of Public Affairs; the Division of Criminology, Criminal Justice, and Forensic Studies; the undergraduate and graduate human services administration programs; and the graduate program in negotiations and conflict management.
  - b. A new College of Arts and Sciences will house the Division of Applied Behavioral Sciences; the Division of Legal, Ethical & Historical Studies; the Division of Liberal Studies; the School of Communications Design; and the School of Information Arts and Technologies.
  - c. The two units should be created in a way that will facilitate inter-unit cooperation and collaboration.
  - d. The split will officially take effect July 1, 2010.
2. The university should begin searching immediately for a new dean to head the College of Arts and Sciences. The new dean should begin work July 1, 2010 or before.
3. The provost should appoint immediately a Special Assistant to the Provost to work with Dean Thomas on matters related to the transition into two units with a special focus on the creation of the College of Arts and Sciences.
  - a. The Special Assistant should not be eligible to serve as permanent dean.
  - b. The Special Assistant should be a member of the search committee for the new dean.
4. Any formal discussions about the internal structures of the College of Arts and Sciences should be postponed for at least one year. This will give the new dean time to acclimate, and it will allow the faculty to devote its energies to three major initiatives currently under way: integrating FSP into the College; reconceptualizing and rebuilding the university's general education program; and planning for new

majors and minors that will help us meet the needs of current students and increase significantly the university's enrollment.

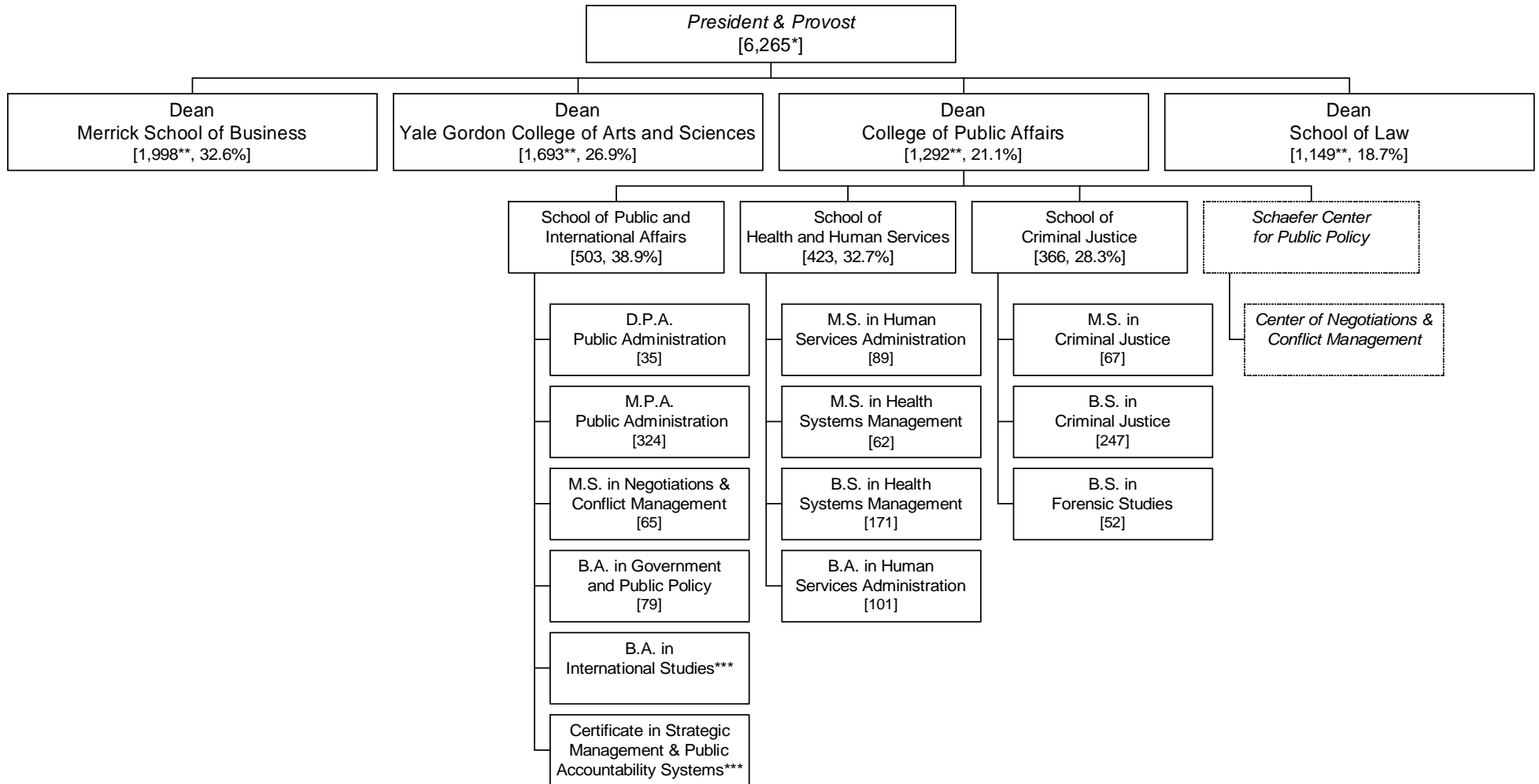
5. A budget plan for the new administrative structures for the School of Public Policy, Administration and Justice (or another name to be determined) and the College of Arts and Sciences and for the one-time transition costs should be presented to the College of Liberal Arts Faculty Senate.
6. The following **draft** mission statements frame the different orientations of the two proposed units:
  - a. The College of Arts and Sciences, as a community of teachers, scholars, artists, and students, creates a knowledge-rich environment that fosters critical thinking, open-mindedness, and creative problem solving. It prepares a diverse population of learners to live and function ethically, responsibly, and effectively in an ever-changing world.
  - b. The mission of the School of Public Policy, Administration and Justice (or another name to be determined) is to educate students to serve the public interest. We enable students, pre-service and in-service, to become effective professionals in public and private communities and to be engaged in civic organizations.

**ATTACHMENT 4: PROPOSED ORGANIZATION STRUCTURE**  
**University of Baltimore, Yale Gordon College of Arts and Sciences, Schools/Divisions and Programs**  
 [fall 2009 enrolled student headcount]



\* Degree seeking, certificate, non-degree, visiting, and inter-institutional unduplicated headcount.  
 \*\* Degree seeking and certificate headcount; approximately 25 joint degree students counted twice.  
 \*\*\* New degree and certificate programs approved for implementation fall 2010.

**ATTACHMENT 5: PROPOSED ORGANIZATION STRUCTURE**  
**University of Baltimore, College of Public Affairs, Schools and Programs**  
 [fall 2009 enrolled student headcount]



\* Degree seeking, certificate, non-degree, visiting, and inter-institutional unduplicated headcount.

\*\* Degree seeking and certificate headcount; approximately 25 joint degree students counted twice.

\*\*\* New degree and certificate programs approved for implementation fall 2010.