

Governors State University  
Interoffice Memorandum

Originating Office: PROVOST'S OFFICE  
TO: Leo Goodman-Malamuth  
From: David Curtis  
Date: November 15, 1982  
Subject: CERTAIN MATTERS OF REORGANIZATION

Early in September I informed both you and the faculty of my intention to spend a significant amount of time considering the wisdom of making certain organizational changes. Those considerations focused primarily on the College of Human Learning and Development. The reasons for those considerations could take up a number of pages, but we are already familiar with them. The concern to make some major changes in the College was heightened by the ISBE staff observations and recommendations regarding our education programs. While that report was not the major reason for considering reorganization, it did give considerable impetus to my endeavors.

These recommendations are not made lightly. They have been made with a considerable amount of reflection and after discussion with a large number of people. One thing became very obvious during these past three months each of our faculty has his or her own idea about how the reorganization might be best accomplished. Furthermore, each proposal has more than a bit of logic and merit to it. However, it has fallen to me to take the various ideas and combine them in a way which is best for the University and its students. In every instance I have made an attempt to make an objective and rational recommendation which did not consider illegitimate criteria.

Faculty preferences were given weight when they were based on professional reasons. They were not considered if they were based on personal preferences which did not make good educational sense. I was not persuaded by arguments that logically related programs could not be merged simply because faculty supposedly could not get along. These proposals are for organizational changes which should transcend considerations of present incumbents in the different programs. At least one person did not wish to change the location of his office; and while I can sympathize with a wish not to be uprooted, the argument was not persuasive.

Some, after hearing these recommendations, will say, "That's not what he told me he would recommend." A number of people will legitimately make that claim, for I did alter my position over the past weeks. However, I believe I always said my thinking prior to any report to you was preliminary. I did attempt to talk with those most directly affected. I was not completely successful, but did make the effort.

I will outline below the specific recommendations and also some of the alternate proposals which were considered.

1. The College of Human Learning and Development should be renamed the College of Education and Psychology.

The College could have retained its present name, but there is a virtue in highlighting its primary function, education. There is also a virtue in assuming a new name to signify a new importance and integrity for our education program. The College could be called simply the College of Education. Yet, it is more than that. A "College of Educational Studies" was considered and then dismissed for a variety of reasons.

2. The College of Education and Psychology should consist of the Divisions of Education, and Psychology and Counseling.

Thought was given to having other divisions or programs remain in the College, but upon reflection, all seemed to fit better in other colleges.

3. The name of the Division of media communications in the College of Arts and Sciences should be changed to the Division of Communication.

In addition to its current offerings, the new division will offer the B.A. and M.A. in Interpersonal Communication and an M.A. in Instructional Training and Technology, which are currently offered in HLD.

The question of how best to organize the communication faculty took some considerable amount of time. At first it seemed that the faculty should be divided into two divisions--Media Communications and Interpersonal Communication. However, discussion with faculty in both areas was persuasive that a single division was preferable.

4. The Bachelor of Arts Degree in Social Work will be transferred to the School of Health Professions into the current Division of Health Sciences. However, the name of the division will be changed to the Division of Health and Human Services. It will house its current programs and majors in Alcoholism Sciences, Medical Technology, and Allied Health Science Education plus the major in Social Work.

Parenthetically, as a result of discussions with the BHE staff, we will request the elimination of the B.H.S. in Alcoholism Sciences. We do, however, anticipate approval of the M.H.S. in Alcoholism Sciences. Simultaneously, we will offer a concentration related to alcoholism. That concentration will be taught in great part by our current alcoholism faculty, but will be associated with the Social Work degree.

5. As a result of curriculum realignment. the B.A. in Human Services with a major in Human Justice will be changed to a B.A. in Criminal Justice. I recommend that the

B.A. in Criminal Justice be transferred to the Division of Public Administration in the College of Business and Public Administration.

This is a recommendation which I have discussed at great length with quite a few people. A number of alternatives were considered. The program could have moved to the Humanities and Social Sciences Division in CAS. I suspect it would have worked quite well there, but at least two alternatives seemed preferable. The program could have moved to the School of Health Professions. This would have had the virtue of retaining the close relationship which has developed between Social Work and Criminal Justice. However, a School of Health Professions does not seem to be the most appropriate college in which to house a Criminal Justice Program. Furthermore, I believe with a modicum of effort the ties between Social Work and Criminal Justice can be maintained if that continues to be desirable.

In deciding to recommend that Criminal Justice move to BPA, I was guided by a number of considerations. The University has been of two minds for a number of years about Criminal Justice. Both HLD and BPA have taught courses in the area and have approached the study from different perspectives. Most faculty believe, and I share the same view, that now is the time for an amalgam of our different approaches to Criminal Justice. I believe that cross-fertilization and interaction among those faculty with an interest in Criminal Justice will result in a stronger and more balanced program.

The arguments to move Criminal Justice to SHP would perhaps have been stronger had the name not recently been changed from the B.A. in Human Services with a major in Human Justice. However with the name change to Criminal Justice, plus the existence of faculty in BPA who teach in the same area, the logic of the situation was to transfer the program to BPA.

6. I recommend that the School of Health Professions be changed to the College of Health Professions. The "School" is, in fact, a college at this time in all but name. We should make the name square with reality.

Those are my recommendations. I would also like to comment upon certain other matters which were considered, but for which no action is recommend.

Initially, I was very interested in the recommendation to eliminate HLD and distribute the divisions and majors to the remaining colleges and SHP. There was much to commend in that recommendation, and from purely internal considerations would have worked, and worked well. However, we do have external audiences with which we must deal. I am now persuaded that the merging of education into CAS would have been perceived externally as a decrease in interest about and support for education. I understand that would not have been the case, but many would have had a different interpretation. Furthermore, I remain disconcerted about the time and effort it takes to create anything new in a public university. The elimination of a college would have been simple. In I later years, if we were to 'see the need for the creation of a new college, such an endeavor could take years and reams of paper. Better to retain a College of Education and

Psychology, to send the proper signals to our outside constituents, and to retain flexibility for the future.

I also considered the possibility of moving all faculty who deal with the preparation of teachers into the new College of Education and Psychology. We have about six or so faculty in the two other colleges whose educational backgrounds are teacher education oriented and who have been actively engaged in the preparation of teachers. However, with curriculum realignment, much of the ambiguity regarding teacher education will be removed. Furthermore, the proposed organization is very common. These faculty also support other content areas within the colleges and their removal would have created other significant problems. I will, however, insist that when courses are taught as part of the core for teacher education that these courses will carry an education number. There will be some gray areas here, but I believe we can work through them.

There was also an interest on the part of some to combine all of the Social Science faculty into a single division. While this proposal has a kind of superficial logic, such an undertaking would be wrenching to the entire University. We have, and appropriately so, social scientists in every college and in most divisions. They are spread widely throughout the University for good educational reasons. All of us know that such matters as planning, criminal justice, health administration, communications, education, intercultural studies, social work and many others are not unidimensional. The insights and methods from a number of disciplines can and should be brought to bear on the Subject matter. That is what our curriculum does and ought to do. I will not argue that perhaps some consolidation would be appropriate. But we can engage in such fine tuning as the faculty may from time to time suggest.

There was a suggestion to merge Intercultural Studies into Humanities and Social Sciences. Again, such a recommendation is not without merit. However, the two divisions seem to attract different clientele, and such a move does not seem necessary or beneficial at this time. I would, however, urge greater cooperation and sharing of faculty and courses.

These proposals have dealt with colleges, divisions, majors and programs. In almost all cases it has been clear which faculty are included in the various divisions and majors. However, because of curriculum changes and consideration of academic backgrounds it is not absolutely clear where all faculty most appropriately belong. The deans and I will be discussing these instances with the individual faculty members and their colleagues. I want to assure you that the terms of the Collective Bargaining Agreement will be honored in all of the situations where faculty are to be moved. We must also obtain Board approval for all transfers of tenure.

I have not discussed a number of details about which people will no doubt have questions. We must decide on space questions and even upon clerical and secretarial staffing. I have no recommendation at this time, but will have the deans address the questions immediately. Regarding space, we may wish to think big and consider some very significant moves. However, I have no proposals at this time.

As you are only too well aware, certain of these changes will require the approval of the Board of Governors and even of the Board of Higher Education. After the appropriate consideration by the Faculty Senate, we should seek approvals by the respective Boards. In the interim, I will be

recommending that we fill the dean positions with permanent individuals. I will soon be recommending processes for filling the position of dean of the College of Health Professions and dean of the College of Education and Psychology.

I now recommend that you modify these recommendations in any manner you may wish, and forward them to the Faculty Senate for their consideration and appropriate action. I trust the Senate can act on these proposals very quickly so that they can then be approved by the Board of Governors and Board of Higher Education. As usual, the printing of the catalog and scheduling of courses are our harsh taskmasters. I would hope the Senate could make recommendations before Christmas.