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**DATE:** October 7, 2010

**FROM:** David H. Monk 

**TO:** Members of the Re-Design Advisory Team (Re-DAT)<sup>1</sup>

**RE:** Charge for the Work of the Team

Thank you for your willingness to develop a concrete plan to re-design graduate education in the new department we will be forming in response to the recommendations from the Core Council. As the Core Council makes clear in its memorandum, this needs to be a fundamental re-thinking of how we pursue graduate education that simultaneously realizes savings and takes better advantage of complementarities that can and should exist in this area of the College.

As I indicated in my memorandum to the College Faculty Council, the Counseling Psychology and School Psychology graduate programs are particularly problematic in terms of being small and relatively autonomous. By singling out these two programs, it is not my intent to point fingers or to suggest that other programs are exempt from the kinds of concerns being raised by the Core Council. The designs that are currently in place for the Counseling Psychology and School Psychology programs are correctly viewed as the results of incremental changes over the years by knowledgeable and well intentioned faculty members who have been responding in part to demands from external specialized accreditors. Similar difficulties can be found in other areas of these Departments as well as elsewhere in the College.

The primary task I ask you to undertake involves examining all graduate programs in the two Departments with the goal of streamlining operations to save resources and take better advantage of complementarities. I encourage you to think boldly and to produce a practical plan that can be implemented in the near

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<sup>1</sup> Drs. James DiPerna, Mark Greenberg, Jacqueline Edmondson (chair), Spencer Niles, Elizabeth Skowron, and Hoi Suen.

term. While I do not expect you to conduct a comprehensive review of the entire College, there may be under-developed complementarities with other parts of the College and University that warrant further attention, and I encourage you to keep your eyes open for these.

In particular, I ask you to see if you can develop a design for a new high quality graduate program that would encompass what might be called the psychological foundations of education. It is reasonable to expect complementarities to exist among the fields of Educational Psychology, School Psychology, and Counseling Psychology, although I also recognize that these are distinct areas of scholarship with long traditions and that in the case of School and Counseling Psychology there are external accreditation standards that require careful attention. This said, I want to see what a single graduate program would look like that provides intellectual space for elements of all three types of psychology.

As you pursue this task, I also ask that you be attentive to the five elements I identified as being important in my memorandum to the College Faculty Council. In that memorandum I stipulated that all graduate programs in the College need to a) have a strong connection with schools and/or other educational settings; b) engage in a significant way with the College's undergraduate education mission; c) eliminate under-enrolled classes; d) develop successful research and outreach programs that include major funded projects from IES and other external sources; and e) attract strong graduate students who finish in timely ways to pursue careers as academics or educational professionals.

Questions have surfaced recently about the implications of designing a new graduate program for prospective students. I recognize that serious disruption can occur from suspending admissions to graduate programs, and it seems particularly inappropriate to do so if our intent is to provide intellectual space for students interested in one or more of the three areas of psychology within the College. We will therefore continue to admit students into all three of the graduate programs (Counseling Psychology, School Psychology, and Educational Psychology) that may be involved in the re-design for the next admissions cycle, but we will advise prospective students for these programs that we are in the process of designing a new graduate program that will be designed around complementarities within these three areas of psychology. I will be looking to your Team to propose ideas for how best to handle the review of applications and selection of new graduate students in this area of the College given the likelihood of a re-design.

If we do not succeed at building a new collaborative graduate program, we will need to honor our commitment to the new students by providing them with the opportunity to finish one of the existing programs. However, a further consequence of not succeeding at building the new graduate program (or some

reasonable alternative) will be a decision to close admissions to one or more of the three psychology programs, effective September 1, 2011.

Please pursue your work with the assumptions that the department merger will be effective July 1, 2011 and that Skip Niles will be serving as the initial Department Head for the new Department.<sup>2</sup> We have been reviewing the organizational structure of these two Departments for more than a year and Kathy Ruhl and Skip have provided invaluable leadership for the process. Kathy and Skip have discussed the leadership needs of the new unit and have reached the view that it would be best for Skip to take on the role of Department Head for the new Department. I concur with this assessment and it is my intention to appoint Skip to the role at the appropriate time. Skip has indicated his plan to rely heavily on Kathy's experience and expertise as we move forward with the merger. Skip will also be appointing a second committee to provide advice about the design of the merger, including the selection of a new name and the development of promotion and tenure guidelines.

I am also pleased to share the news that Louise Sandmeyer has agreed to serve as a consultant/sounding board for your Team. As you know, Louise was deeply involved in the earlier planning and brings extensive experience with organizational change to the table. We are very fortunate to be able to draw upon Louise's expertise.

I hope you will be able to complete most of your work during the fall 2010 semester and that we can begin to discuss and refine your recommendations in the new calendar year. My further hope is that we can implement the new design in the 2011-2012 academic year.

Thank you again for your willingness to assist the College and University with this important work. Jackie Edmondson will call the first meeting given her role as chair of the Team, and I would like to join you then to elaborate on these points and to answer any questions. Again, many thanks for your assistance.

xc.: College Faculty Council  
College Listserv  
B. Bowen  
R. Erickson  
L. Sandmeyer

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<sup>2</sup> This will be a regular three year appointment with the understanding that we will return to the normal consultative appointment process for future Department Head appointments.