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## Faculty Senate Monthly Packet October 1996

Portland State University Faculty Senate

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PORTLAND STATE  
UNIVERSITY  
FACULTY SENATE



TO: Senators and *Ex-officio* Members to the Senate  
FR: Sarah E. Andrews-Collier, Secretary to the Faculty *Sac*

The Faculty Senate will hold its first regular meeting on **October 7, 1996**, at 3:00 p.m. in room 53 Cramer Hall.

**AGENDA**

- A. Roll
- B. \*Approval of the Minutes of the June 3, 1996, Meeting
- C. Announcements and Communications from the Floor
  - 1. Provost's Report
  - 2. Vice President's(FADM) Report
  - 3. Vice Provost 's(OSA) Report
- D. Question Period
  - \*1. Questions for Administrators - Faculty Senate Steering Committee
  - 2. Questions from the Floor for the Chair
- E. Reports from Other Administrative Officers and Committees
  - 1. Interinstitutional Faculty Senate - M. Enneking
  - 2. PSU Foundation and Development Office - L. Theisen
- F. Unfinished Business -None
- G. New Business
  - \*1. Reorganization of the School of Urban and Public Affairs - C. Wamser, University Planning Council
  - \*2. General Student Affairs Committee Constitutional Amendment
- E. Adjournment

The following documents are included with this mailing:

- \*B. Minutes of the June 3, 1996, Senate Meeting
- \*D1. Questions for Administrators (3)
- \*G1. Proposal to Restructure the School of Urban and Public Affairs
- \*G2. General Student Affairs Committee Constitutional Amendment

The Secretary must have names of Senators' alternates in order for them to be officially noted in your absence. Please submit your alternate's name to the Secretary at the 7 October Senate meeting or by telephone (5-4416) or e-mail (andrews@po.pdx.edu) by October 7, 1996.

## THE PORTLAND STATE UNIVERSITY FACULTY SENATE

Minutes: Faculty Senate Meeting, June 3, 1996  
Presiding Officer: George Lendaris  
Secretary: Robert Liebman

Members Present: Abrams, Anderson, Bluestone, Bodegom, Brenner J, Brenner S, Cabelly, Cumpston, Daasch, Danielson, Elteto, Etesami, Fisher, Fortmiller, Goslin, Greco, Greenfield, Gurtov, Hardt, Harrison, Howe, Johnson D, Kocaoglu, Kogen, Krug, Lawson, Lendaris, Limbaugh, McBride, Mercer, Miller, Ogle, O'Toole, Ricks, Rosengrant, Seltzer, Svoboda, Terdal, Tinnin, Watanabe, Westbrook, Williams, Wilson-Figueroa, Wineberg, Works.

Alternates Present: Shireman for Adams, Luckett for Becker, Moor for Bowlden, Pejcinovic for Chrzanowska-Jeske, Guetti for Fokine, Holloway for Franks, Beeson for Johnson A, Feyerherm for Movahed, Mandaville for Weikel.

Members Absent: Barton, Constans, Feeney, Friesen, Goldberg, Kenny, Novy, Nunn, Potiowsky, Robertson, Taggart, Watne.

Ex-officio Members Present: Davidson, Kaiser, Kirrie, Koch, Lafferriere, Liebman, Oshika, Pernsteiner, Pratt, Ramaley, Reardon, Toulon, Ward.

### B. APPROVAL OF MINUTES

The meeting was called to order at 3:06. The Faculty Senate Minutes of May 6, 1996, were accepted with two corrections: 1) "and progress" to be deleted from p 40 line 6 and 2) in E7. Report of the Library Vision Committee "President asked her administrative council to identify outside funding sources" should be changed to "President will seek outside funding for the library."

### C. ANNOUNCEMENTS AND COMMUNICATIONS FROM THE FLOOR

1. ANNOUNCEMENTS
2. PRESIDENT'S REPORT

RAMALEY reported that investments in instruction such as Harrison Hall, FRINQ and SINQ classrooms, and new technologies for teaching are beginning to pay off in enrollments and in funding enhancements from the Chancellor. The first wave of Fall applications is strong (up roughly 45% for graduate study), and there is greater interest among traditional-age students and more sophomore transfers showing the effect of the General Education program. Regarding OSSHE's Strategic Plan,

RAMALEY also reported that Phase I culminated in April with a list of roughly 70 items that has been pared to about 20 which have been offered as strategic objectives to caucuses around the state. She expects a smaller list of objectives in the final phase. The Council of Academic Deans, Advisory Council, Senate Steering Committee, and students will review drafts of PSU's response to the report from OSSHE's task forces as part of the objective-setting process. On June 13, the Council of Presidents will meet with the Chancellor in anticipation of the Board meeting scheduled for June 20-21 in Ashland. There are many rumors, but it is believed that restructuring is off the table. The Secretary to the Faculty will ask senators when they will be available during the summer in the event that we need to call a meeting to make our case. As the academic year ends, PSU should take pride in the award of \$3 million in grants to support instructional programs and in our standing as a finalist for awards from the Pew Charitable Trust and the Kellogg Foundation.

3. PROVOST'S REPORT

REARDON has received the report on the reorganization of the School of Urban and Public Affairs and comments from the Dean of CLAS, the Department of Political Science, and the International Studies Program. He will review them and make a recommendation to the President for her review. The reorganization will require Senate approval and the concurrence of OSSHE's Academic Council. When complete, the recommendations will come before the Senate Steering Committee which may need to schedule a summer meeting.

4. VICE-PRESIDENT'S REPORT (FADM)

5. VICE-PROVOST'S REPORT (OGS)

PERNSTEINER did not report. KOCH offered the annual report for the Task Committee on Graduate Education. The Committee was formed after the September 1995 colloquium on graduate education to address growth in the completion of graduate degrees. [In 1995-96, nearly 1000 will be awarded -- as many or more than other OSSHE institutions. The MA/MS is becoming more of an entry-level credential, and a growing number plan to earn the doctorate to enter education, government, or industry.] Its three sub-committees focused on: 1. understanding the role played by graduate education in order to evaluate existing and proposed programs at PSU (called Principles and Approaches); 2. the responsibilities of faculty and administrators in graduate education (Organization and Administration); & 3. the administration of programs (Operations).

The first two subcommittees produced a working document available on the Web. At meetings to discuss the document, faculty raised questions regarding: 1. the creation of a graduate school and designation of graduate faculty, especially



procedures for departmental decisions; 2. the idea of community and contributions of graduate education to the community; 3. balancing interdisciplinary efforts with general principles of graduate education; and 4. program quality. A final draft will be completed in the Fall, including recommendations to the President, Provost, and Senate. KOCH expressed appreciation for the committee's hard work.

### **\*\*\*ELECTION OF PRESIDING OFFICER FOR 1996-97**

LENDARIS explained that only continuing and new members can vote. LIEBMAN read the names of newly elected senators and distributed ballots. LENDARIS read the slate of nominations offered by the Steering Committee and invited additional nominations. GOSLIN/TINNIN moved to close nominations and to elect by unanimous ballot. On a voice vote, Hardt was elected Presiding Officer.

## **D. QUESTION PERIOD**

### **ELECTION OF PRESIDING OFFICER PRO TEM**

LENDARIS presented the Steering Committee's nomination for Leslie McBride. Kokaoglu/Beeson moved to close nominations and elect by unanimous ballot. On a voice vote, McBride was elected Presiding Officer Pro Tem.

## **E. REPORTS FROM OTHER ADMINISTRATIVE OFFICERS AND COMMITTEES**

### **1. Interinstitutional Faculty Senate**

OSHIKA followed up her earlier report regarding the lack of faculty representation at caucuses for OSSHE reorganization. Joan Shireman attended one of the four, but faculty involvement was minimal. No IFS meeting took place since the last Senate meeting. The next will be June 7-8 in Ashland.

### **2. Committee on Committees**

TINNIN for WATNE summarized the report. CoC met Fall to do calendar-year appointments and voted to 1 ) invite retired and emeritus faculty to become nonvoting members, 2) limit terms for chairs of standing committees to one year and ask outgoing chairs for recommendations for successors, and 3) modify procedures for the faculty preference survey to increase participation. In Winter, CoC met to fill vacancies and, in Spring, do new appointments. In answer to WESTBOOK, LIEBMAN said that retired and emeritus faculty will be sent a committee preference form during the summer. CABELLY asked if the one-year chair policy was voted by the Senate. LENDARIS recollected that it was.

3. Advisory Council

CABELLY reviewed its role as advisor to the President, announced that Johanna Brenner would chair in 96-97, and thanked members who served 95-96.

4. University Planning Council

CABELLY called attention to its report and added that UPC would review the document from the OSSHE task forces.

5. Ad hoc Committee on Procedures for Curricular Change

PRATT reviewed the committee's charge and composition and reported that it met twice and agreed to focus on 1 ) streamlining the curricular change process (toward fewer steps and less time), & 2) enabling departments to share proposed changes to ensure cooperation and strengthen the overall curriculum. The committee will survey procedures for curriculum change at other universities in order to make a report to the Senate this Fall.

**\*\*\*ELECTION OF FACULTY SENATE STEERING COMMITTEE**

LENDARIS presented the Steering Committee's slate of nominees. There were no nominators from the floor. CONSTANS/MANDAVILLE moved to close nominations and elect by unanimous ballot. On a voice vote, Eric Bodegom, Lewis Goslin, Robert Mercer, and Mary Ricks were elected. LENDARIS noted that the Chair of the Committee on Committees would be added when elected.

**F. UNFINISHED BUSINESS**

**G. NEW BUSINESS**

1. Redesigned Teacher Licensure Pilot Program

KRUG for YOUNG called attention to the report (G1). Anticipating new licensing requirements, the School of Education plans to launch a pilot program. In 1999, licensure -- which now exists solely for elementary and secondary -- will be offered for 4 levels: early childhood (age 3 - grade 4), elementary (grades 3 - 8), middle school (grades 5 - 10), and secondary (grades 7 - 12). HARDT, Associate Dean, noted the pilot would not bring change to required coursework, curriculum, faculty, or library. CABELLY/GOSLIN moved to accept the report. Answering J BRENNER's question as to what motivated the change for early childhood, KRUG said federal laws for special education. HARDT answered ENNEKING's request for clarification of middle school teacher training, noting that the pilot program will explore whether they are better served. KRUG noted that any program changes

that might result from new licensing requirements would come back to the Senate for its consideration.

Answering WINEBERG's question about the intent of the motion, LENDARIS responded that the question involved review of the report and assent to start a pilot which would generate program changes for future Senate approval. The motion passed unanimously on a voice vote.

2. Curriculum Committee Course and Program Proposals

PRATT offered WCC's recommendation for 4 curriculum changes:

- a. Rename the minor in Urban Studies as the minor in Community Development (same 27 credit total)
- b. For SPFA, change Music 120 to 320 and approve 4-credit conversion for the BA/BS in Architecture (see Attachment 1)
- c. Create a new course, Linguistics 481 (World Englishes)

- d. Approve 4-credit conversion for Speech and Speech and Hearing (see Attachments 2, 3). SP 427 is not recommended for approval. Two new courses SP 470 and SP 452 are recommended.

BLUESTONE asked to defer consideration of the change for Music 120 until he could consult with colleagues. TINNIN/SVOBODA made a motion to approve all changes except Music 120 which passed unanimously on a voice vote. Finally, PRATT offered a followup to the matter of review of University Studies courses: to streamline the process of course evaluation, UCC recommends adding one of its members as ex-officio representative to the University Studies Committee.

### 3. Promotion and Tenure Guidelines

LENDARIS made note of the letters from AAUP, the Advisory Council, and UPC included with the G3 documents (circulated). R JOHNSON and ELLEN SKINNER, P & T committee co-chairs, summarized its work. Members were appointed by the Provost on the basis of recommendations by Deans and Chairs and 2 AAUP reps were added. The committee had three goals: 1. to broaden the definition of scholarship (research, teaching and mentoring, community outreach); 2. to set standards of quality respectful of the mosaic of talents and mindful that faculty are not equally accomplished in all these areas; 3. to enable faculty through an evolving scholarly agenda to take on different roles in the course of a career or in the development of a department or program.

Procedures included a Fall 94 retreat, review of P&T Guidelines at other universities, 20-25 small group discussions, and discussions with AAUP regarding procedure, especially for the scholarly agenda. The scholarly agenda is new. In place of existing practices that emphasize evaluation over career planning, the intent of the scholarly agenda is formative and developmental. To implement the scholarly agenda, departments must develop processes for originating, evaluating, and resolving conflicts and must periodically discuss their overall "agenda." Discussion focused on whether the scholarly agenda would be obligatory or optional for P&T review. CABELLY, chair of the Advisory Council, called attention to its letter and raised the concern that if the scholarly agenda was not mandatory, there would be a lack of protection for both faculty members and the administration. FORBES said that the agenda could, by offering an additional layer of review, provide protection for a faculty member. S BRENNER, speaking on behalf of the AAUP executive council, acknowledged that scholarly agenda could work for or against the faculty member, but changes might occur which would render it inappropriate at some later time. Disputes might arise over what was originally written and what actually occurred. SVOBODA asked whether agenda could be modified each year. S BRENNER raised the possibility that at times in some departments conflict might lead to unwillingness to redo a scholarly agenda. Unless obligatory, J BRENNER prophesied a deadlock as with the customary

model of individual entrepreneurship where a faculty member refuses to cooperate in the mosaic of talents. The remedy would be to require an ongoing process of review in which scholarly agendas were modified with agreement all around. However, the question of who would decide if head and faculty disagree over scholarly agenda is a sticking point. There must be procedural rules which, when they are violated, make it possible for a faculty member to grieve. O'TOOLE emphasized the need for departmental processes. LENDARIS concurred that departments must have procedures. R JOHNSON replied that the guidelines don't specify procedures but aim to create a collaborative culture that's developmental/formative for evaluation at the department level. Also, BEESON raised concern that the scholarly agenda would leave faculty vulnerable in the event of changing expectations on the part of the department or the administration. HOWE responded that the current system gives no measure of where one stands nor a recourse when a dean makes a request. Having something in writing allows for negotiation and provides protection when one goes up for review.

Other questions addressed the proposed timetable. WINEBERG sought clarity about the date at which the guidelines take effect and how they affect faculty now in place versus those hired after their implementation. SKINNER answered that University guidelines would be approved one year before departments' and no one will be considered until department guidelines are approved. Departments would have a year to go through all steps for approval of their guidelines. Fall 97 would be the first time faculty could come up under the changed guidelines. Old guidelines would remain in effect for 5 years. R JOHNSON noted that missing from the timetable is Fall, 2001 which is the last time that existing faculty could come up under current guidelines.

Further questions concerned evaluation. GURTOV suggested, though the guidelines would be included, the scholarly agenda might confuse an outside evaluator. SKINNER replied that other institutions with scholarly agenda use outside evaluators, and evaluators ought to understand that not everyone should do same thing. R JOHNSON said the explicit statement of criteria for quality and significance would be adequate for outside reviewers.

CABELLY/HARRISON moved "to accept in principle and to direct members of administration and AAUP leaders to negotiate provisions requiring use of scholarly agenda as part of the evaluation process for P&T for all those covered." ELLIS doubted the motion fit Oregon collective bargaining law and suggested cutting the directive to members of the administration and AAUP leaders. Seeking to interpret the motion, J BRENNER said, unless required, departments will not act in earnest and that AAUP's concerns could be addressed. S BRENNER suggested a "sense of senate" motion affirming the importance of negotiating scholarly agenda. HOLLOWAY called Cabelly's motion complicated. MOOR suggested a substitute motion to accept as submitted. TINNIN suggested delaying the vote until

September 97 when all guidelines -- including department guidelines -- are decided. LENDARIS called the question. CABELLY reread the motion and the subsequent roll-call produced 30 votes -- short of the 34 required for a quorum. LENDARIS announced the need for a future meeting.

#### **H. ADJOURNMENT**

The meeting was adjourned at 5:20 p.m.

## THE PORTLAND STATE UNIVERSITY FACULTY SENATE

Minutes: Special Faculty Senate Meeting, June 12, 1996  
 Presiding Officer: George Lendaris  
 Secretary: Robert Liebman

Members Present: Abrams, Adams, Barton, Becker, Bluestone, Bodegom, Brenner J, Brenner S, Cabelly, Chrzanowska-Jeske, Constans, Cumpston, Daasch, Danielson, Etesami, Fokine, Fortmiller, Goslin, Greco, Gurtov, Hardt, Harrison, Howe, Kenny, Kogen, Lawson, Lendaris, McBride, Mercer, Miller, Nunn, Ogle, Potiowsky, Ricks, Rosengrant, Seltzer, Svoboda, Taggart, Tinnin, Watanabe, Watne, Westbrook, Williams, Wilson-Figueroa, Wineberg, Works.

Alternates Present: Moor for Bowlden, Holloway for Franks, O'Connor for Greenfield, Carr for Johnson D, Feyerherm for Movahed, Hickey for Terdal

Members Absent: Anderson, Elteto, Feeney, Fisher, Friesen, Goldberg, A Johnson, Kocaoglu, Krug, Limbaugh, Novy, O'Toole, Robertson, Weikel.

Ex-officio Members Present: Everhart, Kaiser, Koch, Liebman, Pratt, Toulan, Viera.

The special meeting was called to order at 3:04.

### F. UNFINISHED BUSINESS

#### 1. Curriculum Committee Course Proposals

BLUESTONE corrected a typographical error in the proposed course number for Music 120 which was recommended by UCC and tabled at the June 3 meeting. The new number should be Music 203. ROBERTSON/DAASCH moved and the change was approved unanimously on a voice vote.

#### 2. Revised Promotion and Tenure Guidelines

LENDARIS called attention to the timetable revised in response to 3 June discussion. [Secretary's note: It is attached with two additions bolded: 1) effective for new faculty.... and 2) adding Fall 2001 as last year for 1990/91 Policies and Procedures.] He then suggested a two-part strategy for voting the guidelines: a "sense of the senate" motion expressing support and a second motion calling for efforts to make the scholarly agenda work. (See attached letter.) He noted that procedurally the Senate could not pass the motion made by CABELLY at the 3 June meeting because it bears on negotiations which are the domain of AAUP and there is already letter of agreement to that effect. The second motion addresses concerns about the implementation of the scholarly agenda raised on 3 June.



LENDARIS then proposed a motion:

The Faculty Senate approves the revised PSU Policies and Procedures for Evaluation of Faculty Members for Tenure, Promotion and Merit Increases dated May 17, 1996 to become effective September 1, 1996, implemented according to the revised timetable.

GOSLIN/CABELLY made the motion. MOOR asked for clarification of Fall 1996 Development Activities (listed as Fall, 1996 #2) R JOHNSON replied that the wording addressed: 1) the intent to draft new guidelines at the department level and 2) a plan to provide training sessions for chairs, P & T committees, and new faculty. It was suggested and agreed to amend the entry: "training activities will be held." S BRENNER asked whether there would be a university-wide P&T committee. R JOHNSON replied that the term P&T committee referred to those writing the guidelines under review, not a committee to be formed as a result of accepting the guidelines.

Questions about eligibility under the guidelines followed. In response to DANIELSON, JOHNSON stated faculty hired before 9/1/96 could opt for either the existing or proposed guidelines. WINEBERG offered a friendly amendment to clarify that the existing guidelines apply to those "whose appointments are effective before Sept 1 1996." GOSLIN assented. TOULAN suggested changing the wording to July 1 to cover twelve-month appointments. R JOHNSON replied that no faculty are in that situation. GRECO, hired in 1992, asked how she could opt to be considered under the proposed guidelines. R JOHNSON explained that the choice for the existing or proposed guidelines could be made when the candidate sent her/his file for review. FEYERHERM asked whether the choice was reversible in a subsequent year if the candidate was not promoted or tenured. Discussion suggested that it would be up to the end of the phase-in (Fall, 2002). In response to WILSON-FIGUEROA's question of how the proposed guidelines apply to faculty moving from untenured to tenure-track appointments, PERRIN replied that the new guidelines apply to all individuals who move after September 1, 1996; individuals who moved before would have the option to choose between the existing and proposed guidelines.

DAASCH noted two typographical errors: On pl2, in two paragraphs (starting: Promotion to the rank of Professor & Promotion to the rank of Associate Professor), "(see II. C)" is wrong and should read "(see II. D)." Also, DAASCH asked whether sufficient discussion was directed to community outreach in section II D. (Quality and Significance of Scholarship). Community outreach is discussed in criterion 5 (Significance of Results) but not in criterion 1 (Clarity and Relevance of Goals), 2 (Mastery of Existing Knowledge), 3. Appropriate Use of Methodology and Resources) or 4 (Effectiveness of Communication. DAASCH worried that P&T committees would lack for community outreach the specificity offered by the language for teaching and research. R JOHNSON replied that the intent was to apply the criteria equally to all forms of scholarship as stated in II D. 1st paragraph, & further, specific language appears in II E Section 4 regarding the



evaluation of community outreach activities (see p9-10). DASCH asked why II D rather than II E was referenced in descriptions of promotion to Professor and Associate Professor. SKINNER said that II D (criteria) is more appropriate for defining ranks than II E (evaluation) and acknowledged a misunderstanding because of the use of a bullet for community outreach in criteria 5 while the criteria 1-4 use different terms ("problem solvers," "applied problem solving") for community outreach. SKINNER suggested a friendly amendment with the wording "community outreach scholars."

MERCER suggested that language be added to pages 8-9 regarding undergraduate advising. R JOHNSON replied that the activity was understood as a part of "mentoring." LENDARIS proposed a friendly amendment to add explicit reference to undergraduate advising. HARDT suggested adding advising to list of basic activities (p 11 under Ranks). ADAMS noted the omission of the term "activities" in the footnote on p 10.

ETSAMI inquired about the language (p 12) regarding promotion to full professor "until the fourth year in rank as an Associate Professor." R JOHNSON replied that the "fourth year" language was unchanged from the existing guidelines. In answer to HARDT, R JOHNSON said the language for award of emeritus (pl2) was unchanged.

LENDARIS called the question which passed on a voice vote with one nay.

LENDARIS then offered a motion regarding the scholarly agenda:

The Faculty Senate views the scholarly agenda mechanism contained within the revised P & T Guidelines just approved as an exiting and important new vehicle for guiding and mentoring faculty in their developmental process. The Faculty Senate herely goes on record to convey its strong support for the scholarly agenda mechanism and, equally strongly, urges the administration to do all in its power to make it work.

DANIELSON/BARTON made the motion which passed unanimously on a voice vote without discussion. LENDARIS explained that it gives cause to the Senate to lobby the AAUP if the scholarly agenda is not earnestly and effectively implemented.

HOWE said the timetable was confusing as written and would be clearer with a discussion of the principles which informed it. SKINNER agreed.

BRENNER/SVOBODA made a motion for the Senate to commend the P&T committee for the two years of work invested in the guidelines. It passed unanimously on a voice vote.

LENDARIS reminded senators to caucus to select representatives to the Committee on Committees.

**H. ADJOURNMENT**

The meeting was adjourned at 4:10 p.m.

June 5, 1996

TO: All Senators & Ex-officio Members to the Senate  
FROM: George Lendaris, Presiding Officer  
SUBJECT: Special Meeting  
*Robert Liebman, Secretary to the Faculty*  
*6/5/96*

A Senate meeting to complete business not finished this past Monday is set for Wednesday, June 12, 1996, 3:00-5:00 pm. *in CH 53.*

Consideration of the Revised Promotion & Tenure Guidelines <sup>S</sup> is the main topic.

I remind you that this document has been under development for 2 years, has involved a large number of people in many fora, and has been developed to accommodate virtually all concerns that have been brought up by the various constituencies.

There is one exception, and this was the topic of debate at Monday's meeting:

While the committee that drafted the Guidelines feels it captured the essence of all concerns brought to its attention, recently the Advisory Council has developed a concern that the important component of the Guidelines called "Scholarly Agenda" should be a REQUIRED rather than OPTIONAL inclusion in a faculty member's file during evaluation processes.

Other than this, the Advisory Council gives laudatory comments about the document, and encourages its adoption. Please refer to the letter from the Advisory Council in your packet for the June 3rd Senate meeting. Also, refer to the letters from the University Planning Council and the AAUP, both of which recommend accepting the document as it stands.

I WANT TO REMIND EACH OF YOU THAT WE ARE A REPRESENTATIVE BODY, and I urge you to consult with your respective units about this matter and come to the June 12 Senate meeting informed of feelings/desires of your constituency on this issue. THIS IS AN IMPORTANT AND FAR REACHING TOPIC.

Because of the development history of the Draft document submitted to the Senate, I intend to entertain FIRST a motion to approve it as it is, and SECOND to entertain a motion to amend which would effect a OPTIONAL ---> REQUIRED change.

I will LIMIT DEBATE (unless a 2/3 vote to the contrary) to at most 2 comments per senator on each motion. Please come with prepared thoughts on the issue.

Following the vote on the amendment (assuming one is offered), we will proceed to vote the main motion.

This is an important action we are about to take, and I repeat: We are a representative body, thus I oblige you to consult with your constituency; we are a deliberative body, thus I urge you to come with prepared thoughts.

Thank you,

*George Lendaris*

## QUESTIONS FOR ADMINISTRATORS

### **D.1.a. Question from Steering Committee for Provost Michael Reardon**

What is the status of discussions on the future of Engineering education in the Portland Metropolitan area.

### **D.1.b. Question from Steering Committee for Vice Provost Roy Koch**

The Sept. 20, 1996, OSSHE Board meeting included a Report of the Task Force on Graduate/Professional Education & Research. While the document reports that UO produced 192 doctorates and OSU 188 in 1994-95, PSU is described as "an urban university offering liberal arts and sciences study as well as a preponderance of master's-level professional programs." In this description of the three universities, no mention is made of PSU's doctoral programs.

The report highlights that PSU graduated 855 students with master's degrees. (OSU had 669, UO 796)

The fact that 30 doctorates were awarded by PSU is off-handedly mentioned, but there is no direct acknowledgment that PSU is a doctorate-granting institution.

- (a) How was PSU represented on that Task Force and did the group get adequate information about the expanding PSU programs?
- (b) Even though PSU doctoral programs are small at this point, what can be done to change the Board's perceptions about our graduate programs, and their obvious service to the public?
- (c) Given continuing growth in graduate admissions and enrollment, what are the plans for seeking increased funding for expanding doctoral programs, or for redirecting existing funds?

### **D.1.c. Question from Steering Committee for Vice President George Pernsteiner**

The City of Portland seems to have relaxed its concern for restricting parking as a device to control air shed quality, e.g., construction of more parking structures is on-going.

Why is PSU still maintaining its high parking fees as a device to continue to restrict private automobile usage?

## University Planning Council

### **Recommendation regarding the proposed reorganization of the School of Urban and Public Affairs**

The University Planning Council met on Friday, September 27, 1996, to discuss the issue of the proposed reorganization of the School of Urban and Public Affairs. Also in attendance for a question-and-answer session during part of the meeting were Dean Marvin Kaiser (CLAS), Associate Dean Walt Ellis (UPA), and Professor Gary Scott (Chair of Political Science).

The Council believes that the proposal has a lot of merit, but that a specific recommendation cannot be made at this time without further information in the following areas:

- 1) **specific budget implications**, especially regarding administrative positions, the six new Lewis and Clark faculty members, and other long-term commitments,
- 2) **student access to classes** in Political Science and other classes in the proposed College of Urban and Public Affairs - - are there any plans to limit access to some courses to majors within the College, as is currently done in some of the professional schools?
- 3) **the effect on CLAS** of losing the Department of Political Science - how will this affect the balance of programs and the offerings in liberal and general education?
- 4) **further clarification and justification** of the needs that are to be met or the problems that will be solved and the benefits that will accrue with this proposed change - to what extent were alternative plans considered?

Attached are the documents the Council had available for their deliberations:

N.A. Toulan memo (4/30/96) - the proposal itself

E. Kutza memo (undated) - description of the process leading to the proposal

G.L. Scott memo (8/19/96) - Political Science Department reports (5/20/96)

M. Kaiser memos (8/19/96 and 5/31/96) - CLAS perspective and suggestions

Submitted by: Carl C. Wamser, UPC Chair, 9/27/96


Wamser  
SB1 327A

# PORTLAND STATE UNIVERSITY

Office of Academic Affairs

Friday, July 5, 1996

To: Bob Liebman, Secretary to the Faculty Senate

From: Michael F. Reardon 


Re: Proposal to restructure the School of Urban and Public Affairs

President Ramaley and I support the attached proposal from Dean Nohad Toulan to reorganize the School of Urban and Public Affairs. We are submitting it to you for appropriate review by the Faculty Senate.

c: J. Ramaley  
N. Toulan  
M. Kaiser

# PORTLAND STATE UNIVERSITY

June 28, 1996

TO: Michael Reardon  
FROM: Judith A. Ramaley   
RE: Proposal to Restructure the School of Urban and Public  
Affairs

I have read the documents you have transmitted to me concerning the proposal to create a College of Urban and Public Affairs. I concur with your recommendation that the proposal be sent to the Senate Steering Committee for review by the appropriate governance committees. I believe this development represents an appropriate enhancement of our academic programs and will allow us more effectively to serve our urban mission. I await the results of the review.


JAR.m

xc: Marvin Kaiser  
Nohad Toulan  
Fred Nunn  
Gary Scott  
George Lendaris  
Bob Liebman

**PORTLAND STATE UNIVERSITY  
SCHOOL OF URBAN AND PUBLIC AFFAIRS  
OFFICE OF THE DEAN**

**M E M O R A N D U M**

April 30, 1996

To: Michael Reardon  
From: Nohad A. Toulan   
Re: Restructuring Proposal

I am attaching a proposal for the reorganization of the School of Urban and Public Affairs. There are two reasons for the proposed reorganization: The first relates to our long-standing interest in creating a School of Government that combines all of our units that touch on the nature, functioning, or organization of federal, state or local government. The second reason relates to my interest in gradually reducing the administrative structure of the School. The attached proposal calls for the transfer of the Department of Political Science and its incorporation with our Departments of Public Administration and Administration of Justice into one single unit to be known as the School of Government. In addition, the Departments of Urban Studies and Planning and Public Health Education will be renamed Schools of Urban Studies and Planning and Community Health, respectively. At a later phase I intend to address the situation of the five research units that currently exist within the School.

To accomplish this reorganization, we must rename our school the College of Urban and Public Affairs. The three schools that make up the College will be administered by Directors, who will be selected using the procedures currently applied to the selection of department chairs. In other words, in the administrative hierarchy of the University, the three schools of the College of Urban and Public Affairs will be at the level of existing departments. The School of Government will consist of three divisions, as indicated in the proposal, and the School of Urban Studies and Planning will consist of two. These divisions will be semi-autonomous when it comes to curriculum development and monitoring, but will not be administratively independent, and will not be chaired by twelve month faculty.

Because of the difficulty of combining all of these units into one single space, and because of the complexity of the logistics, I am proposing a phased merger that will be complete by the time we move into the new building, three years from now. To start with, we will establish the School of Government and change our name to the College of Urban and Public Affairs as soon as this proposal is approved, but preferably no later than July 1st, 1996. During the first



year, the existing departments will remain intact while the faculty work out the logistics for the future management of the combined entity. By the end of that year, a Director will be selected, and the three departments will be merged. Combination of office and support staff will have to await the move to the new building. Other details are included in the attached report. I am aware that this is a request that does not allow you enough time, but as you know, there are many circumstances that lead me to accelerate the process. Important among them is the need of the architects to know exactly what kind of units will be housed in the new building.

/vg

c: Dean Marvin Kaiser

## SCHOOL OF URBAN AND PUBLIC AFFAIRS A Proposed Reorganization

The School of Urban and Public Affairs requests authorization for reorganization that is intended to enhance academic visibility and efficiency and to reduce its administrative infrastructure. There are two phases to this reorganization. The first, and the one that requires Senate input, deals with the instructional units. A second phase will address the configuration of the five research units that currently function as separate administrative entities and report directly to the Dean. This phase will be addressed during the 1997/98 academic year and we do not expect it to produce changes that require external approval.

The central theme of the proposed reorganization is summarized as follows:

1. Move the Department of Political Science from the College of Liberal Arts and Sciences to the School of Urban and Public Affairs effective July 1st, 1996.
2. Rename UPA to *COLLEGE OF URBAN AND PUBLIC AFFAIRS* effective July 1st, 1996.
3. Establish within the new college a *School of Government* combining the three departments of Administration of Justice, Political Science, and Public Administration. The School will also administer the Ph.D. Program in Public Administration and Policy. The School will be administered by a director who will be selected using the procedures currently applied to the selection of department chair, and will function at the level of department chairs and will report to the Dean.
4. Rename the Departments of Urban Studies and Planning and Public Health Education to *School of Urban Studies and Planning* and *School of Community Health*, respectively.

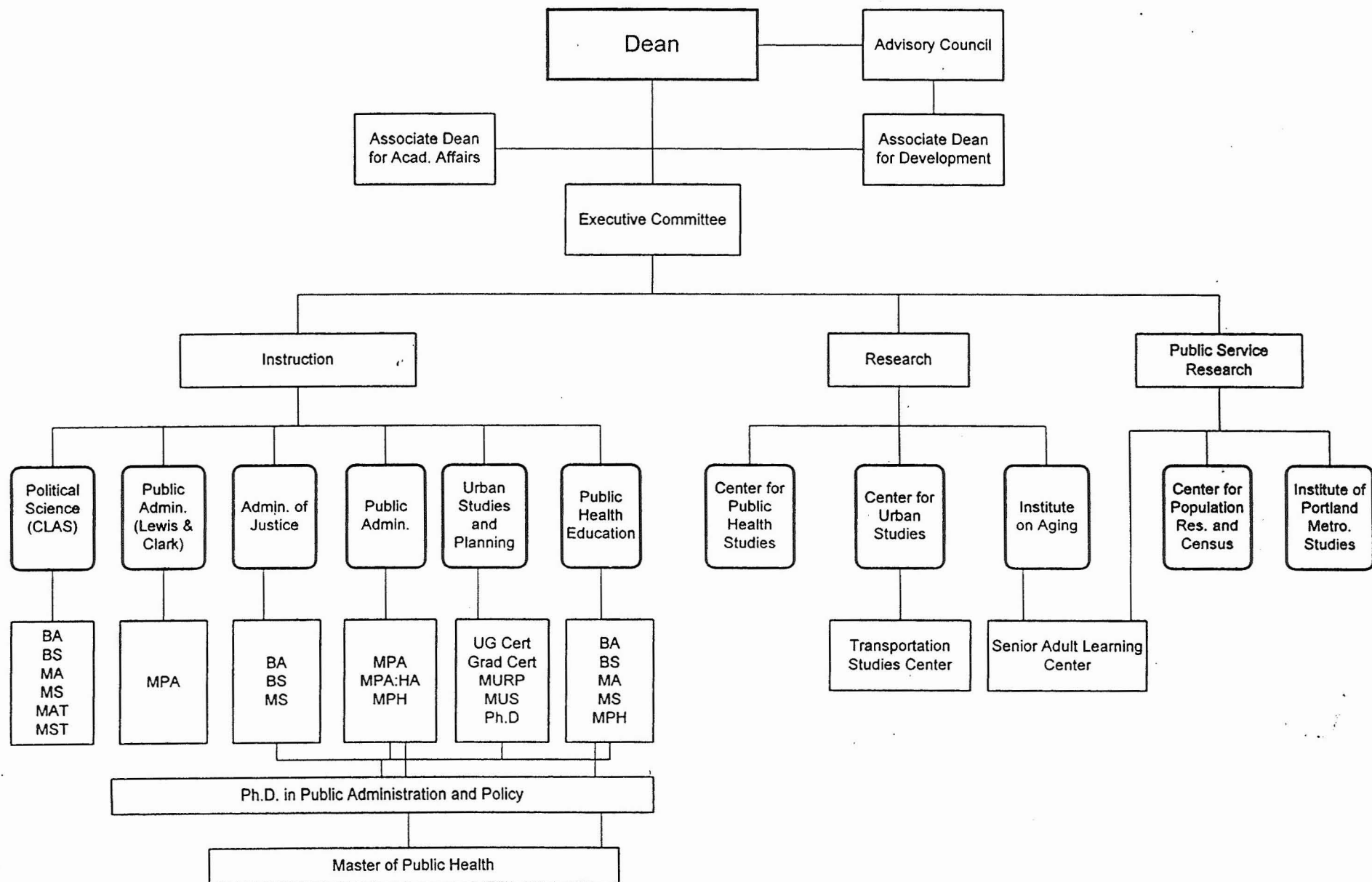
### Existing Structure and Organization

As Chart 1 indicates the School of Urban and Public Affairs houses four instructional departments and five research centers and institutes. In addition, the establishment of a Criminal Justice Research Institute is currently under consideration at the urging of State agencies that deal with corrections and crime prevention. Of the nine existing units only the Center for Public Health Studies is relatively inactive and as such does not have a director and does not receive permanent funding. Of the four departments, Urban Studies and Planning is the largest with twenty-two faculty members, followed by Public Health Education (10 faculty members), Public Administration (7 faculty members), and Administration of Justice (6 faculty members). In terms of enrollment, Public Health Education is the largest followed by Urban Studies and Planning, Administration of Justice, and Public Administration. The School also administers three Ph.D. Programs two of which (Urban Studies and Regional Science) are housed in the Department of Urban Studies and Planning. The third program (Public Administration and Policy) is interdepartmentally administered by a faculty group drawn from all four departments. In addition the School administers the Physical Education Activity Program, as a service to the University.

# School of Urban and Public Affairs

and other units included in the Reorganization

April 24, 1996



In addition to the units mentioned above the proposed new organization will incorporate the Department of Political Science that is currently in the College of Liberal Arts and Sciences (9 faculty members) and the Public Administration Program of Lewis and Clark College (6 faculty members). Including these two units, the reorganization will have to be viewed as impacting six existing departments with a total of sixty faculty members. It follows, therefore, that under the existing structure the School has thirteen administrators including the Dean.

### **Rationale for Proposed Changes**

The School of Urban and Public Affairs at Portland State University is the only one of its nature in the Pacific Northwest, and remains one of the few such institutions in the U.S. offering a comprehensive set of academic and research programs devoted to public affairs. The School's contribution to the mission of PSU and to the educational needs of our community, state, and nation has been considerable. It is equally productive in research and public service. Moreover, the success of our graduates is another major contributor to our local, national, and international reputation. On the local scene, few, if any, governmental agencies that hire planners, public administrators, and criminal justice officers do not have our graduates in positions of responsibility. Our graduates also can be found in most of the major institutions providing health care within the region. The same situation exists in several foreign countries, particularly in the Middle East, West Africa, and Southeast Asia. Some are cabinet ministers, deans, and department heads. Nationally, our Ph.D. graduates can be found on the faculties of more than forty major universities.

We realize, however, that past accomplishments are not a guarantee for future success unless we are willing and capable of evolving to meet changing societal needs. UPA also needs to develop new identities that will thrust it more visibly on the national and international scenes. There are limits to how far we can advance with the current fragmented structure and academic emphasis. It is appropriate for the School to develop a new mission and organization to meet the challenge of the 21st century.

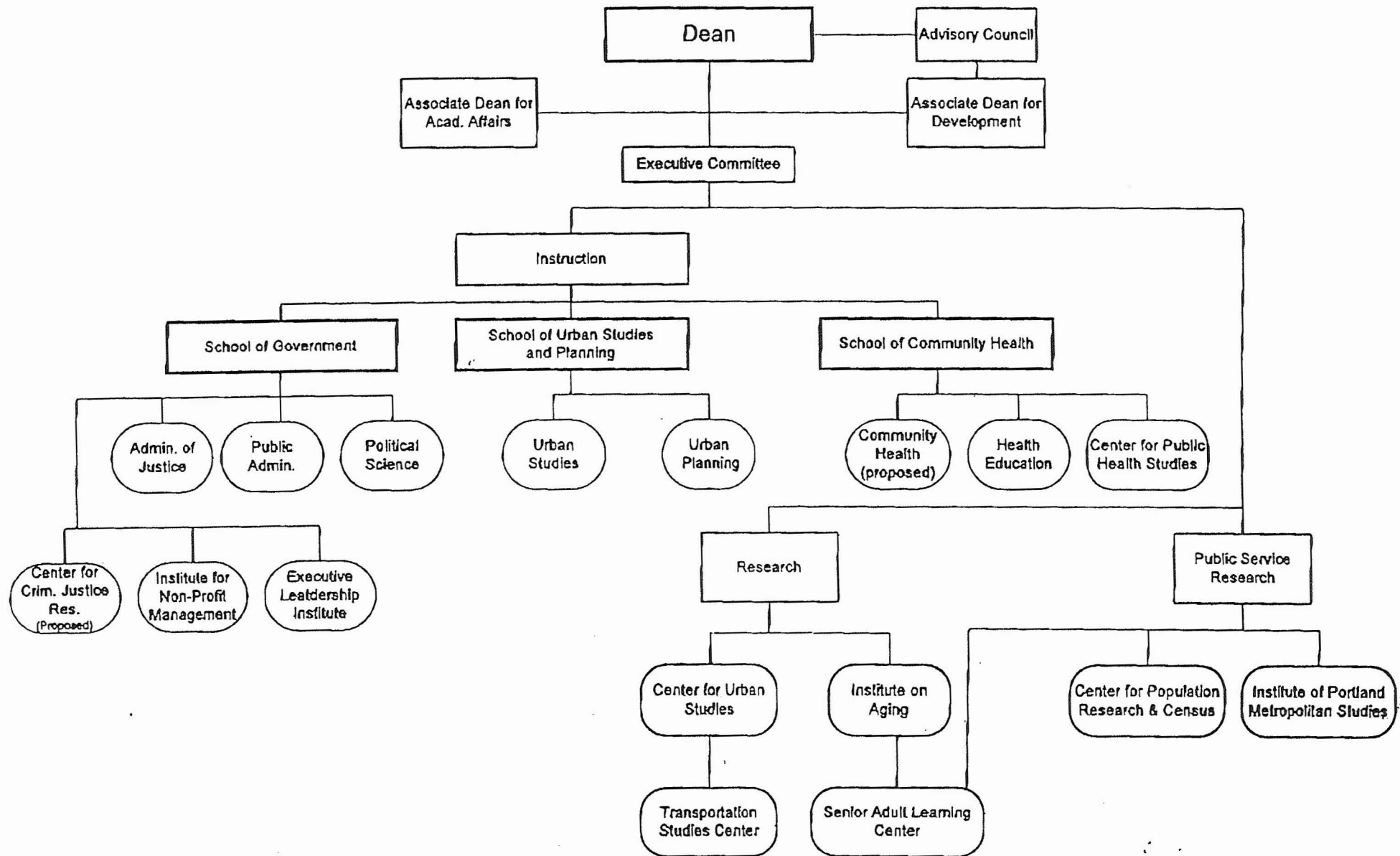
### **Proposed Structure and Organization**

As Chart 2 indicates the newly reconfigured School will be renamed the *College of Urban and Public Affairs* with three instructional units instead of the six that currently exist. While these units will function administratively at the department level, we propose that they be named schools for national recognition and to compensate for the fact that some of them are the result of consolidating several existing departments. Each of the three schools will be headed by a director selected using the procedures currently applied to the selection of department chair. Under this reorganization the three schools will be of comparable size, at least in the long run. This is because the growth potential associated with public and community health. The largest of the three will be the School of Government with twenty-seven faculty members followed by the School of Urban Studies and Planning (22 faculty members) and the School of Community Health (10 faculty members).

The new School of Government will combine the Department of Administration of Justice, the Department of Political Science, the PSU Department of Public Administration, and the Lewis & Clark Public Administration Program. It will also include the Ph.D. Program in Public

# College of Urban and Public Affairs

June 27, 1996



## Administration and Policy.

The proposed reorganization will address a current weakness in the School where we have two departments that are heavily graduate oriented and two that are heavily undergraduate oriented. The three new schools will all have sizable undergraduate offerings, will all have academic and professional masters degree programs, and will all have Ph.D. programs when a proposal for a Ph.D. program in Community Health is developed three years from now.

In the first phase of our reorganization the four active research units will remain free-standing, reporting directly to the Dean. The Center for Public Health Studies will be attached to the School of Community Health and if a new Center for Criminal Justice Research is approved it will be attached to the School of Government. The exact configuration of the four free-standing research centers will be determined at a later date after the proposed model has taken root. As a result, the proposed reorganization will immediately reduce the number of administrators to ten. This represents a 50% reduction in the number of department chairs and a 25% reduction in the overall size of the School administration. Should the research centers shift to the Schools with a change in status, the number of administrators could be reduced to no more than six. Other savings at this point are limited to one vacant position in public administration that will be eliminated as part of the Lewis & Clark merger.

## Academic Degree Programs

The new college will offer, through its three schools, one certificate program, four undergraduate minors, four undergraduate majors, nine master degree programs, and three Ph.D. programs. These are distributed as follows:

### School of Government

1. B.A. and B.S. in Administration of Justice
2. B.A. and B.S. in Political Science
3. Minor in Political Science
4. M.S. in Administration of Justice
5. M.A. and M.S. in Political Science
6. M.A.T. and M.S.T.
7. Master of Public Administration (MPA)
8. MPA / Health Administration
9. Master Of Public Health (MPH). Jointly with Community Health, OHSU, and OSU
10. Ph.D. in Public Administration and Policy

### School of Urban Studies and Planning

1. Minor in Urban Studies
2. B.A. and B.S. in Community Development
3. Graduate Certificate in Gerontology
4. Master of Urban Studies (MUS)
5. Master of Urban and Regional Planning (MURP)
6. Ph.D. in Urban Studies
7. Ph.D. in Urban Studies/Regional Science

### **School of Community Health**

1. Minor in Health Education
2. Minor in Athletic Training
3. B.A. and B.S. in Health Education
4. M.A. and M.S. in Health Education
5. Master Of Public Health (MPH). Jointly with Government, OHSU, and OSU

### **Academic Autonomy**

The new organization is designed to enhance administrative efficiency and provide greater opportunities for faculty who share common interests to interact, cooperate and support each other. It is not intended to diminish the curricular autonomy of the existing degree programs. As a result faculty within each School are expected to divide into different grouping or divisions each corresponding to the particular disciplines involved. Each of these divisions will have full autonomy on matters related to curriculum development, monitoring, and assessment. Each will also be responsible for advising its students. Matters of promotion and tenure will be defined by the faculties of the Schools during the first year of the reorganization. Budgets, scheduling, and other administrative tasks, however, will be done at the School level. The proposed divisions are as follows:

### **School of Government**

1. Division of Administration of Justice
2. Division of Political Science
3. Division of Public Administration

### **School of Urban Studies and Planning**

1. Division of Urban Studies
2. Division of Urban and Regional Planning

### **School of Community Health**

1. Division of Health Education
2. Division of Community Health (to be established when resources become available)

None of these divisions are intended to function as separate departments. In the case of Public Administration and Urban and Regional Planning, however, autonomy is required to meet accreditation requirements of the two programs. The model used by urban planning within the existing Department of Urban Studies and Planning is what guides the establishment of the new divisions.

### **Implementation Schedule**

1. July 1st, 1996: Start the new organization but keep the departments of Administration of Justice, Political Science, and Public Administration with their current administrative structure for a one year transitional period.
2. September 1st, 1996: Combine PSU and Lewis & Clark Public Administration Programs into one department.



3. October 1st, 1996: Appoint a faculty task force to develop bylaws for the newly configured School of Government and to define relations and commitments towards International Studies and the ties between the PAP Ph.D. Program and the School of Urban Studies and Planning that currently provides a major share of the support for the Program.
4. April 1997: Select the first director for the School of Government.
5. July 1, 1997: Combine the budgets of the consolidated departments without impacting the existing administrative support given the fact that the three units remain in different locations.
6. A year and half later: Complete the merger as the College of Urban and Public Affairs move into its new home.

### **The Process**

The idea of this reorganization was first discussed in 1989. It came about as a result of the University's interest in creating a named school of government along the lines of the Kennedy School at Harvard, the LBJ School at Texas, and the Humphrey Institute at Minnesota. While the idea remained alive for seven years circumstances were not yet ripe for the change. From the beginning, faculty have been involved. A faculty committee reviewed the proposed organization in 1990 and recommended its implementation. In January 1996 a task force chaired by Dr. Elizabeth Kutza reviewed the proposal and recommended going ahead with it. The task force included the chairs of all departments (including Political Science), a faculty member from each of the five departments, and an associate dean of the College of Liberal Arts and Sciences. Half way through the process the Department of Political Science voted to join the new School of Government. All impacted departments have had the opportunity to discuss this proposal with the Dean. At the same time negotiations began between PSU and Lewis & Clark College for a merger of the two PA programs. At the writing of this report an agreement is still in the works but all parties are committed to the idea. If for any reason the merger fails to materialize, the proposed reorganization will proceed minus the six Lewis & Clark faculty. The urgency reflected in the above schedule is caused by the need of the architectural team to know the structure of the School that will be housed in the new Urban Center.



# Portland State University

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## MEMORANDUM

**TO:** Alan Cabelly, Chair  
University Planning Council  
443SBA

**FROM:** Elizabeth Kutza, Chair *EK*  
Ad Hoc Committee to Explore Reorganization of the  
School of Urban and Public Affairs (SUPA)

In anticipation of the Planning Council's consideration of a proposal to reorganize the School of Urban and Public Affairs (SUPA) into a College of Urban and Public Affairs, I would like to share with you the internal process that occurred to ratify this plan.

In January 1996, the Dean of SUPA appointed an Ad Hoc Faculty Committee to examine a reorganization plan for the School. Our charge from the Dean was to examine the following questions:

- (1) Is reorganization desirable at this time?
- (2) Is the model proposed acceptable?
- (3) What additional steps are necessary in the academic units for the implementation of this plan?

The model under consideration was one developed by the Dean.

The Committee was made up of twelve members. It included the chair and one faculty member from the School's four existing academic units--Gary Perlstein and Annette Jolin from the Administration of Justice; Ron Cease and Sherril Gelmon from the Public Administration; Milan Svoboda and Sally Althoff from Public Health Education; and Nancy Chapman and Carl Abbott from Urban Studies--and the chair and one faculty member from an academic unit that was proposed to be added to the School in the reorganization--Gary Scott and Craig Carr from Political Science. In addition, the Committee invited a representative of the Dean's Office in CLAS to participate (Nancy Perrin), as well as an Urban Studies faculty member who has been conducting a review of our Ph.D. programs (Paul Niebanck). I chaired the Committee.

The Committee met weekly between January 24, 1996 and April 1, 1996. Members of the Ad Hoc Committee were responsible for updating their faculty members on the progress of our deliberations and forwarding back to the Committee any concerns that these faculty may have had. We were given clear instructions by the Dean that no reorganization plan would be put forward if not agreed upon by the full Committee and endorsed by their respective faculty.

On April 8, 1996, the Committee forwarded our report to the Dean. The report supported a plan for reorganization at this time and identified the additional steps that would be necessary in the academic units before full implementation were possible.

The process that resulted in the reorganization plan before you was open and is reflective of all stakeholders in the School. The faculty is supportive of this change albeit mindful that there is much work ahead for its successful implementation.

cc: Nohad Toulan

# PORTLAND STATE UNIVERSITY

## Memorandum

DATE: August 19, 1996

TO: Prof. Alan M. Cabelly, Chair, University Planning Council

FROM: Gary L. Scott, Chair, Political Science 

RE: Restructuring Proposal, School of Urban and Public Affairs

It is my understanding that the Planning Council will be meeting to discuss the proposed restructuring of the School of Urban and Public Affairs which includes the participation of our department in a new School of Government. This memo is to inform the committee that the Political Science Department has participated fully in the discussions concerning the reorganization and is fully supportive of the reorganization and our role therein.

The reorganization has been thoroughly discussed by our faculty in several department meetings. In our discussions we have been mindful of the benefits for the University, our students and our faculty as well. We have considered, at length, whether this move will have any negative impact upon our students and upon liberal education in general and have found none. We consider the restructuring and our move to a new School of Government to be beneficial to all concerned.

We submitted a full report of our deliberations and decision to Provost Reardon on May 20, 1996. Since I am sure that you have access to that report I will not go into further detail here. Should you need any further information about our department's role in this reorganization, please let me know.

PORTLAND STATE UNIVERSITY  
Department of Political Science

interoffice Memo

Date: May 20, 1996

To: Michael Reardon, Provost

From: Gary Scott 

Subject: School of Government

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Attached please find the report you and President Ramaley requested from our department concerning our analysis of the potential reorganization of UPA, the creation of the new school of Government and Political Science's role in the new school. There are two separate, but related documents. One provides an outline of the issues and one analysis of them. The other is a fuller narrative on these topics. These reports have been created by the departmental policy committee and circulated throughout the department. They represent a composite of our department's thoughts on this matter.

I hope these documents will provide the kind of information you require.

Encl.

cc: President Ramaley  
Dean Kaiser

## ON THE PROPOSED POLITICAL MOVE TO JOIN A NEW SCHOOL GOVERNMENT: AN ANALYTIC SCHEME

### I. Options:

- Move if opportunities are greater than costs and if no prior commitments are compromised.
- Remain in the status quo.
- Joint appointments. Can this arrangement fulfill all the opportunities associated with joining the school of government, or is a physical move necessary to achieve these goals?
- Splitting the department is not considered an option. Unacceptable costs to political science programs and curriculum.

### II. Findings:

- A move would not compromise either programmatic or curricular departmental responsibilities.
  - ◊ Departmental majors and graduate program would remain intact.
  - ◊ Faculty participating in International Studies would continue to do so. The new affiliation would not affect these existing relationships
- A move would not detract from faculty ability to participate in General Education programs.

### III. Opportunities:

- Curriculum Enhancement

- ◇ Reunification with PA could enhance PS Programs by returning a field of inquiry to them.
- ◇ Policy studies and policy analysis would be strengthened for all parties concerned: PS, PA, and AJ,
- ◇ International public administration could become a viable area of inquiry.
- ◇ Public law component of PS strengthened by AJ presence while AJ programs would be strengthened by the public and constitutional law programs of PS.
- ◇ Methodological courses expanded for all programs.

- Programmatic Enhancement

- ◇ Policy component of PAP Ph. D . program could be enhanced by PS presence.
- ◇ PS graduate program could be enhanced by the presence of a Ph. D. program that could become a more viable option for PS graduate students wishing to continue at the Ph. D . level.
- ◇ Possible new program developments that could result from a combining of faculty expertise and scholarly interests:

Law and Society or Society and Justice Program,  
International Public Administration Program,  
International or Comparative Law Program.

- ◇ New capstone options for PS majors could become available with the resources of the new College of Urban and Public Affairs.

- Counseling Enhancement

- ◊ Pre-law program could be consolidated with better organization and control.
- ◊ Better center of focus for students with an interest in politics and government to recognize and explore curricular options and career goals.

#### IV. The Joint Appointment Option:

- Benefits:

- ◊ Retain PS presence in CLAS
- ◊ Control moving costs.

- Problems:

- ◊ Place: Many of the opportunities created by the new school require the physical presence of PS in the new school.
- ◊ Faculty associations in a larger unit could generate even more possibilities, both programmatic and curricular, than those mentioned here. The absence of a physical presence would retard the positive synergy to be expected from this new association.
- ◊ A sense of coherence for both students and faculty. The new school would represent a focus for students interested in the study of government, politics, and policy. The physical unity of the school would generate greater esprit for all concerned and would certainly enhance student identity with PSU. This could become an important source of student pride. Absence of a physical association could make the school look more like a "paper program" patched together out of the usual academic divisions.

V. Conclusions of the Department:

- There are no significant costs to the PS move to a new school of government. Nothing is being removed from the University or revised or altered in a manner that would change existing curricular and programmatic options.
- The programmatic and curricular possibilities that could result from the move are many and exciting.
- The best way to realize these possibilities is by an official PS move into the new school of government to center the study of government, politics, and policy, contribute to the new identity of the school, and cohere the otherwise disparate elements of the school.
- For these reasons, and with these thoughts in mind, the PS faculty enthusiastically support a move to a new school of government within a new college of Urban and Public Affairs.



Growth is an increase in size or number. Development  
is an increase in capability, competence.

Russell Ackoff  
The Democratic Corporation

In an era when budgetary limitations preclude growth of University programs, it is necessary to focus on development by increasing capabilities within the existing parameters of our institution. For this reason, the Political Science Department views the proposed School of Government as an important strategic initiative for enhancing the University's urban mission by bringing together three academic units whose background similarities, diverse strengths, and natural affinities have too long been divided. By creating these intra-university partnerships within a new School of Government, the goals and objectives of the Political Science Department, as well as the other departments involved, will be enhanced by making maximum use of existing resources.

On March 18, the Political Science Department voted unanimously, with one abstention, to become part of a new School of Government within a restructured College of Urban and Public Affairs. This vote was taken in the context of a perceived sense of relative urgency occasioned by two considerations: the restructuring task force within UPA needed to know fairly soon where Political Science stood vis-à-vis the proposed School of Government, and the architects needed to know soon what the component elements would be in the proposed College of Urban and Public Affairs in order to complete their planning for a new building.

The following operating assumptions informed the discussions among the members of the Political Science Department as we considered the opportunity to become part of a School of Government:

1. President Ramaley and Provost Reardon strongly supported the creation of a School of Government. The Department thus considered the restructuring proposal a serious one and one that had a reasonable prospect of being implemented.
2. The proposed School of Government would not be viable without the Political Science Department in it. The Department considered but rejected two alternatives: splitting the present members of the Department, sending the American and theory faculty to the School of Government and the international politics faculty to International Studies; and contributing to the School of Government by joint appointments while remaining in CLAS.

We did not consider either of these to be viable options, since neither would serve the University and its students nearly as well as a full-fledged

move. *Splitting the Department* would fragment the discipline and make it extremely difficult for students at any level to make sense of political science as a whole. If only part of the department moved to the new School of Government, it would mean that the department would offer only a partial understanding of the discipline to students. One of the benefits of the new school is that it would reunite political science with public policy and public administration. If this can be achieved only by keeping international relations in CLAS, nothing will have been gained for the curriculum. The university will simply be redividing the discipline in a different manner. The benefit of the current proposal is that it brings all the subdisciplines of political science closer together.

*Creating joint appointments* has a superficial appeal but does not contribute to the department's effectiveness. We see joint or split appointments as a cosmetic change that would have none of the benefits of moving the Political Science Department fully into a new School of Government. We fear that nothing would have meaningfully changed except the wording of our appointments. It is only by making a complete transition that we will see the benefits in the curriculum and research. The department would no longer be able to function effectively on behalf of *either* CLAS or the new School. In short, this option creates confusion and ineffectiveness. It would merely complicate the ability of faculty to focus their research and teaching efforts, since they would have loyalties and obligations to two and sometimes three (in the case of faculty who already have obligations to INTL) entities.

A national survey of schools of government, public affairs, etc., completed recently by our department (see attached documentation) shows that the model of splitting or sharing faculty has been done only in cases where Political Science Departments are quite large (26 to 60 full time faculty). In all other instances, the Political Science Departments are contained entirely within the school or college of government, public affairs, etc. There are even cases where this model has been followed with reasonably large Political Science Departments (e.g., The Graduate School of Public Administration in the Rockefeller College of Public Affairs at SUNY Albany has within it a Department of Political Science with 23 full time faculty. They offer BA, MA and Ph.D. degrees in Political Science.) Because our department is very small, any model other than a complete transfer into the School of Government is simply untenable.

Our conclusion is clear: To continue to be effective teachers and researchers in political science, the department must remain whole. And since, as everyone agrees, no School of Government can exist without a full complement of political scientists, all department faculty must be allowed to move.

3. PSU students will have the same opportunity they now have to take courses and pursue degrees in Political Science if the department became part of the School of Government.

Undergraduate curriculum:

We see only benefits for the undergraduate curriculum in the creation of the new School of Government. The proposal will allow the department to continue to participate in general education and international studies, and to offer an undergraduate major in political science. More importantly, the new School of Government will allow the department to develop a closer working relationship with two scholarly areas that have traditionally been associated with political science—public policy and public administration. Both of these areas are considered by the American Political Science Association to be subdisciplines within political science. As PSU is presently structured, however, the university has entirely separated these two areas of study into different schools. One of the weaknesses in the Political Science Department today is that it does not offer classes in either of these two areas. Thus political science undergraduates receive only a partial picture of the discipline. We see the new School of Government as a way to expand our offerings in this area. The merger also would make the department more attractive in recruiting experts in these areas, and this has obvious advantages for both the undergraduate and graduate curricula.

A good illustration of the shortcomings of our current structure and the benefits of a merger is the treatment of public finance. No issue may be more important today in politics than public budgeting, yet the only courses devoted exclusively to this topic are taught in the Department of Public Administration. The creation of the new school has the potential to improve the students' understanding of this fundamental political concern.

The Political Science legislative internship program would be enhanced by a close working relationship with Public Administration and Administration of Justice. Not only would faculty expertise in those departments be valuable to our faculty and students, but AJ students would have greater opportunities to participate in this program. The legislative internship program has been recognized by President Ramaley and by the PSU Alumni Association as playing an important role in PSU's educational mission.

The Political Science Department's other internships would also be enhanced by having closer contact with Public Administration faculty and graduate students, many of whom are themselves workers in the public sector where our interns seek placement. Service learning is an important way to develop our capabilities

without an increase in size or budget. Because of the necessarily greater applied focus of the Public Administration and Administration of Justice departments, the Political Science Department will be able to enhance its participation in Community-University partnerships. This should also result in greater opportunities for service learning for our undergraduate and graduate students alike.

4. Political Science faculty would have the same opportunity that now exists to participate in International Studies and General Education courses while broadening their participation within the University community.

The department has not considered this move for frivolous reasons of narrow advantage to itself, but in order to contribute to the urban mission and to student opportunities. In moving, the department would be able to have *broader associations than at present* with the university community. Political Science would become a core element of the School of Government's graduate curriculum, with opportunities to contribute as a department to public policy master's and doctoral degree programs for the first time. Students in the School with interests in law and society, diplomacy, international public administration, and urban politics, for example, would be well served by the availability of Political Science faculty. Likewise, Political Science would become actively involved for the first time in the undergraduate programs in the College of Urban and Public Affairs.

Notwithstanding these new undertakings, Political Science would continue to offer its undergraduate degree program. Moreover, the department's international affairs faculty would continue to staff International Studies courses and serve as advisers. Faculty would also, as at present, take part in the General Education curriculum. In short, nothing would be lost and there would be considerable gain from this move.

5. Research benefits

The creation of the new School of Government will allow the Political Science Department to work more closely with a larger body of scholars who have similar research interests. This will allow us to share ideas and knowledge that should benefit both. We attend some of the same national professional association meetings as those in Public Administration. We use some of the same research approaches, and we have similar intellectual roots.

6. In moving to the School of Government, the Political Science Department would cease to be a department with a chair. It would become one of three divisions, with coordinators, within the School

of Government, which would have a director. This administrative structure would promote and encourage a synergistic interaction with other political scientists in the other two divisions of the School of Government, Public Administration and Administration of Justice. In addition to the exciting prospect of a synergism among a much larger group of political scientists, and other scholars with similar interests, there would be administrative budget saving in the elimination of three department chair positions. This kind of administrative reorganization, with its attendant budget savings, is what is needed in a period when we are being asked as an institution to do more with less. Moreover, because of the new dimensions and opportunities that will be created by the synergistic interactions among scholars and students from the three departments that are to be part of the new School of Government, we will have expanded our capabilities internally by making maximal use of existing resources. It might be said, then, that the new School of Government offers the University the opportunity to do more with "more." The Political Science Department is pleased at the prospect of being an integral part of this exciting new development.

PORTLAND STATE UNIVERSITY  
Department of Political Science

InterOffice Memo

Date: May 21, 1996

To: Michael Reardon

From: Gary L. Scott

Subject: School of Government



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This enclosure should have been attached to the report submitted  
yesterday.

*today.*

cc: President Ramaley  
Dean Kaiser

## **PROGRAMS**

### **American University School of Public Affairs**

#### **Degrees Offered:**

- BA Justice
- BA Law and Society
- BA Political Science
- BA Communication, Legal Institutions, Economics, and Government
- MSJ Justice
- MA Political Science
- MPP Public policy
- MPA Public administration
- PhD Political Science
- PhD Public Administration
- PhD Sociology: Justice
- JDMS Law and Justice
- MS Organization Development

#### **Affiliation With Political Science:**

Organizational: Department of Government (Political Science) is within the School.

#### **Size:**

Department of Government: 32.

### **Carnegie Mellon University H. John Heinz III School of Public Policy and Management**

#### **Degrees Offered:**

- MS Public policy and management
- MS Information systems
- MS Arts management
- MS Public management
- PhD Public policy analysis
- (Plus a joint degree program with Architecture.)

#### **Affiliation With Political Science:**

Organizational: No Political Science Department.  
Personnel: 2 faculty members are political scientists.

#### **Size:**

No Political Science Department.

**Columbia University**  
**Graduate Program in Public Policy and Administration**

**Degrees Offered:**

MA Public policy  
MA International Affairs  
PhD Public policy

**Affiliation With Political Science:**

Organizational: None.  
Personnel: None.  
Other: Political Science professors teach courses that fulfill requirements for the Graduate Program.

**Size:**

Political Science: 38.

**University of Dayton**  
**Master of Public Administration Program**

**Degrees Offered:**

MPA Public Administration  
MAIA International Affairs

**Affiliation With Political Science:**

Organizational: The Public Administration Program is within Political Science.  
Personnel: 5 Political Science faculty members are affiliated with the Public Administration Program.

**Size:**

Political Science: 12.  
Public Administration Program: 5 (all of whom are also Political Science professors).



**Harvard University  
J.F.K. School of Government**

**Degrees Offered:**

- MA Public administration
- MA Public policy
- MA Urban planning
- PhD Public administration
- PhD Public policy
- PhD Urban planning

**Affiliation With Political Science:**

- Organizational: None.
- Personnel: None.
- Other: Courses taught by the Department can fulfill requirements at the J.F.K. School.

**Size:**

Department of Government: 60.

**University of Michigan at Ann Arbor  
Institute for Public Policy Studies**

**Degrees Offered:**

- MA Public policy
- PhD Public policy
- MA Public administration
- PhD Public administration

**Affiliation With Political Science:**

- Organizational: None.
- Personnel: None.
- Other: 9 Political Science professors teach courses within the Institute.

**Size:**

- Political Science: 60.
- Institute: 22 (including affiliated Political Science professors).

**University of Minnesota  
Humphrey School of Public Administration**

**Degrees Offered:**

MA Public Administration  
MA Public Policy  
MA Science and Technology

**Affiliation With Political Science:**

Organizational: None.  
Personnel: 2 joint appointments.

**Size:**

Political Science: 31.  
Humphrey School: 20 (2 political scientists).

**NYU  
Wagner Graduate School of Public Service**

**Degrees Offered:**

MA Urban planning  
PhD Urban planning  
MA Public administration  
PhD Public administration  
MA Policy analysis  
PhD Policy analysis

**Affiliation With Political Science:**

Organizational: None.  
Personnel: None.

**Size:**

Politics: 24

**Northern Illinois University**  
**Division of Public Administration**

**Degrees Offered:**

MA Public administration  
MA Public policy

**Affiliation With Political Science:**

Organizational: None.  
Personnel: None.

**Size:**

Political Science: appx. 22.  
Division: appx. 10.

**University of Pittsburgh**  
**Graduate School of Public and International Affairs**

**Degrees Offered:**

MA Public Administration  
MA Urban and Regional Planning  
MA Public and International Affairs  
PhD Public and International Affairs

**Affiliation With Political Science:**

Organizational: None.  
Personnel: 2 joint appointments.

**Size:**

Political Science: 35.  
Graduate School of Public and International Affairs: 43 full-time (23 political scientists).

**Princeton University**  
**Wilson School of Public and International Affairs**

**Degrees Offered:**

MA  
PhD

**Affiliation With Political Science:**

Organizational: None.  
Personnel: None.  
Other: Politics professors teach courses in the Wilson School.

**Size:**

Politics: 55.

**University of South Carolina**  
**Department of Government and International Studies**

**Degrees Offered:**

BA  
MA  
MPA  
PhD

**Affiliation With Political Science:**

Organizational: Political Science is within the Department of Government and International Studies, along with Public Administration and International Studies.

**Size:**

Politics: 47.

**Southern University**  
**School of Public Policy and Urban Affairs**

**Degrees Offered:**

BA Political science  
MA Political science  
MA Public administration  
(PhD Public policy will be available by Fall 1996)

**Affiliation With Political Science:**

Organizational: The Political Science Department is in the School (along with the Departments of Public Administration and Geography).

**Size:**

Political Science: 9.

**SUNY Albany**  
**Graduate School of Public Administration**

**Degrees Offered:**

BA Political Science  
MA Political Science  
PhD Political Science  
MA Public Administration  
PhD Public Administration  
MA Public Policy

**Affiliation With Political Science:**

Organizational: The Political Science department is within the Graduate School, along with the Department of Public Administration and Policy.

**Size:**

Political science: 23.

**Texas Tech  
Center for Public Service**

**Degrees Offered:**

MA Public Administration  
(Political science offers an MA and a PhD)

**Affiliation With Political Science:**

Organizational: Center for Public Service is within the Department of Political Science.

Personnel: The director of the Center is under the authority of the Department chair.

**Size:**

Political science: 19  
Center: 5 (plus faculty borrowed from Political Science)

**University of Texas at Austin  
L.B.J. School of Public Affairs**

**Degrees Offered:**

MA Public Affairs  
PhD Public Affairs  
Numerous joint degree programs (none with political science)

**Affiliation With Political Science:**

Organizational: None.  
Personnel: 3 affiliated Government Department faculty.

**Size:**

Government: 32

**University of Utah  
Center for Public Affairs and Administration**

**Degrees Offered:**

None, though they administer the MPA in Political Science.

**Affiliation With Political Science:**

Organizational: None.  
Personnel: Most faculty are political science professors.

**Size:**

Political Science: 26.  
Center: 17 (all of whom are faculty members of other departments).

August 19, 1996

Fm: Marvin A. Kaiser, Dean

To: Prof. Ulrich Hardt, PSU Faculty Senate

Re: Transfer of the Department of Political Science to the School of Urban and Public Affairs

I am replying to your inquiry last week concerning my view about the proposed transfer of the Department of Political Science from CLAS to UPA. I offer the following observations.

1. I support the formation of a School/College of Government at PSU.
2. I see no necessary connection between the formation of a School/College of Government and the transfer of the Department of Political Science to UPA. My understanding was that, as a University, we were contemplating more partnerships and formal working relationships between units to achieve common purposes. To take actions which imply that such relationships can only be accomplished by taking over units seems to me to be a contradiction to the forming of partnerships. Therefore, I believe that Political Science could remain within the CLAS and be a vital partner in the proposed School of Government.
3. As I wrote to the Provost in an earlier statement, I believe that Political Science and Political Thought are vital and integral parts of a liberal education. At present, CLAS is charged with the mission of providing the leadership for the liberal education of all PSU undergraduate students. I believe that this proposed transfer challenges the central mission of the College and, therefore, represents a loss in the leadership role for CLAS.
4. CLAS is working vigorously to develop and strengthen programs at the undergraduate and graduate levels which are central to its mission. If this proposed transfer proceeds, CLAS will expect that transfers which will enhance its programs will also occur in the future.
5. Given that this proposed transfer raises serious questions about collaboration and partnerships between the various units of the University, I would propose that the Faculty Senate examine and adopt more explicit policy guidance for this and future program partnerships.

cc: Michael Reardon

May 31, 1996

To: Michael Reardon, Provost

Fm: Marvin Kaiser, Dean

Re: Reorganization of Political Science/Political Culture

Over the past few years Portland State University has undertaken an extensive reorganization of its undergraduate curriculum. Beginning with a revamping of the General Education curriculum, the University has undertaken some reform of the undergraduate major and is now in the process of reformulating the character and place of liberal education in the undergraduate curriculum. At the same time, a review of graduate education at PSU is underway. In all of these reviews a pervasive theme is that PSU must search for new ways of bringing faculty and resources together to create the critical masses from which new intellectual and scholarly energy might flow to better serve our students and our multiple audiences.

It is in this context that a new way of organizing Political Science, Thought and Culture within CLAS and a School of Government in UPA might emerge. To simply transfer programs from one administrative unit to another does not do justice to the range of responsibilities that various units of the University have, nor does it utilize the range of creative options the University has employed to implement curricular reform.

The Mission Statement of the College of Liberal Arts and Sciences, adopted in 1994, states:

The College of Liberal Arts and Sciences provides the intellectual foundation for the liberal and professional education of students at Portland State University and for the enhancement of the quality of life in the metropolitan area. The faculty therefore are committed to instruction at the graduate and undergraduate levels and to the pursuit of knowledge through research and service activities in the humanities, the natural sciences and the social sciences.

Within this mission, the College has assumed the primary responsibility for leadership in the delivery of general and liberal education for the University. While other units within the University must be active contributors to general and liberal education, the attribute of leadership does imply that the College must help to articulate and deliver the key components of general and liberal education. Included among these key components, particularly for liberal education, are the domains of knowledge involving political thought and culture at the domestic, regional and international levels. It is difficult to conceive of a liberally educated individual who does not have



a fundamental exposure to and a grasp of the theoretical and practical underpinnings of civic society. The primary responsibility for this education resides within the purview of the liberal arts and sciences.

The division of responsibilities between CLAS and UPA is an appropriate resolution of the need for CLAS to continue the leadership for the liberal arts and sciences and for UPA to provide professional education in government. By providing a core faculty and ensuring the participation of a wider group of affiliated faculty, the Political Science program would be assured of the necessary critical mass of dynamic faculty to meet the liberal arts and sciences demands of political science and thought teaching and inquiry. In turn, the School of Government would be provided with a core group of faculty, along with the larger group of Public Administration faculty, to provide the critical mass necessary to mount a significant government program.

CLAS, therefore, proposes the following restructuring proposal which provides both for its leadership responsibility in liberal education and for the development of a School of Government in Urban and Public Affairs.

1. An academic program in Political Science, Thought and Culture would remain in CLAS.
  - A. Purpose - To provide all PSU students with access to the foundations and processes of political theory and culture at the domestic, regional and international levels.
  - B. Degrees - Continue the undergraduate degree in Political Science; expand its title to include to read "Political Science, Thought and Culture"; establish an official minor.
  - C. The program would be staffed by a core group of faculty, but would officially include the participation of an interdisciplinary group of faculty.
    - 1) Four positions would be dedicated to the program, with all positions primarily in program, but with official affiliation in other programs, including, among others, International Studies, History, Anthropology, Economics, Sociology.
      - a. Three open positions in present Dept. of Political Science transferred to program.
      - b. Portion of Gerald Sussman position in UPA transferred to program.
    - 2) Official program affiliation is open to all PSU faculty.
    - 3) The program chair, elected by program faculty, reports to CLAS Dean.
  - D. Program faculty would be encouraged to have official affiliation with the School of Government.
  - E. The program would serve as the primary pre-law academic and advising center for

Portland State University.

2. A Masters Degree in International Studies would be established under the auspices of the International Studies Program.

3. A School of Government would be established under the auspices of UPA.

A. Five faculty positions from the existing Dept. of Political Science would be transferred to the School of Government.

B. The "Political Science" unit described for the School of Government would be designated as a "Government" unit and would provide graduate degrees.

## AMENDMENT TO THE CONSTITUTION OF THE PORTLAND STATE UNIVERSITY FACULTY

Vice Provost Allen has notified the Faculty Senate Steering Committee that the Educational Activities Advisory Board (an advisory committee established by administrative action) has been dissolved effective Fall 1996, and requested that certain duties be absorbed by the General Student Affairs Committee. The Faculty Senate Steering Committee proposes the following motion.

We, the ten undersigned members of the PSU Faculty Senate, present to the PSU Faculty Senate the following Amendment to the constitution of the Portland State University Faculty.

Text to be deleted is struck out. Text to be added is underlined.

### ARTICLE IV. Organization of the Faculty.

#### 4) Standing Committees and Their Functions.

k) **General Student Affairs.** The membership of the General Student Affairs Committee shall be composed of five faculty members other than those who report to the Vice Provost and Dean of Students, and five members of the Associated Students of Portland State University. The chairperson of the General Student Affairs Committee shall be chosen from the Faculty membership. Consultants shall include, but not be limited to, one representative from the Vice Provost and Dean of Students' office. This Committee shall:

- 1) Serve in an advisory capacity to administrative officers on matters of student affairs, educational activities, budgets, and student discipline.
- 2) Have specific responsibility to review and make recommendations regarding policies related to student services, ~~and~~ programs, and long-range planning, e.g., student employment, Educational Activities, counseling, health service, ~~etc.~~ and extra curricular programming.
- 3) Nominate the recipients of the Presidential Community Service Awards.
- 4) Report to the Senate at least once a year.

*September 23, 1996*

**Motion Adopted by the PSU Faculty Senate  
June 12, 1996**

Move that the PSU Faculty Senate approve the revised *Portland State University Policies and Procedures for the Evaluation of Faculty for Tenure, Promotion and Merit Increases* dated 5/17/96 to become effective September 1, 1996, and implemented according to the following timetable.

**Proposed Timetable for Adoption and Implementation  
of Proposed Promotion and Tenure Guidelines**

<b>September 1, 1996</b>	<b>New Promotion and Tenure Guidelines Become Effective. The new promotion and tenure guidelines will be effective for new faculty whose appointments begin after September 1, 1996 and for faculty whose promotions to Associate Professor are effective after September 1, 1996.</b>
<b>Fall 1996</b>	<ol style="list-style-type: none"><li>1. The Promotion and Tenure Committee will develop multiple examples of<ul style="list-style-type: none"><li>• procedures that a department might adopt regarding scholarly agenda</li><li>• scholarly agenda themselves</li></ul></li><li>2. Development activities will be delivered on new Promotion and Tenure Guidelines for<ul style="list-style-type: none"><li>• Department Chairs</li><li>• New Faculty</li><li>• Department P&amp;T Committees</li></ul></li></ol>
<b>1996-97</b>	<b>Departments Develop New Departmental Promotion and Tenure Guidelines and Procedures</b>
<b>Fall 1997</b>	<b>Begin implementing Scholarly Agenda in Formative Ways</b>
<b>Fall 1999</b>	In 1997-98, after the development of departmental guidelines, faculty may elect to be considered for promotion and tenure under the new guidelines. Earliest possible time that a new faculty hired as of September 15, 1996 would be eligible for consideration for promotion to Associate Professor under the new guidelines. Exceptions which result in the consideration for the promotion immediately upon eligibility should occur only on the basis of extraordinary achievement.
<b>Fall 2000</b>	Earliest possible time that individuals promoted to Associate Professors as of September 15, 1996 would be eligible for promotion to Full Professor under the new guidelines. Promotion after 4 years will be made only in extraordinary cases.
<b>Fall 2001</b>	<b>This will be the last year that faculty can go up for promotion and tenure under the <i>Portland State University Policies and Procedures For the Evaluation of Faculty Members for Tenure, Promotion and Merit Increases</i> dated October 1990 (reformatted September 1991).</b>
<b>Fall 2002</b>	In the usual course of events, promotion to Associate Professor and granting of indefinite tenure should be considered concurrently in the sixth year in rank as an Assistant Professor. In the normal course of events this would be the normal time when faculty hired as of September 15, 1996 would be eligible for consideration to Associate Professor under the new guidelines.

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**School of Urban and Public**

Serial Documents -- LIB

**Prepared for Faculty Senate Meeting**

**October 7, 1996**

**Response to University Planning Council Recommendation Report**

**on**

**Urban and Public Affairs' Proposed Reorganization**

1. **Budget implications.** The proposed reorganization of the School of Urban and Public Affairs is being undertaken with an objective of reducing administrative costs School-wide. This is one of several objectives. It is to be accomplished by placing chairs of the new academic divisions on 10 month appointments resulting in an aggregate savings of three months of salary costs plus OPE expenses (five months if and when the same is applied to the research units). Within the proposed School of Government, a second objective is the promotion of enhanced administrative efficiency. This would be accomplished by having the departments of Public Administration, Administration of Justice, and Political Science become divisions reporting to School-wide director. A related accomplishment would be the reduced number of administrators reporting to the dean, and consequently a smaller number participating in the bi-weekly Executive Committee meetings. The merger of Lewis and Clark and PSU public administration programs has little direct relationship to the proposed reorganization. The merger was proposed independent of that event. A significant portion of the added program expenses associated with the merger, over the next several years, are to be paid from revenues generated by the public administration faculty. This merger does, however, add significantly to the faculty mass and diversity of expertise needed for the establishment of the proposed School of Government.
2. **Student access to classes in Political Science and other classes in the proposed College of Urban and Public Affairs.** There are no plans to limit access to selected courses to majors within the College. There have been no discussions on this matter. To limit access would run counter to the present mission of the School of Urban and Public Affairs which is to provide high-quality instruction to students throughout the University and members of the larger community. Moreover, at the very time when student enrollments are critical to the

University's fiscal well-being, it would make no sense to limit student access. It is the position of the School of Urban and Public Affairs that a School of Government, including the Political Science Department, will enhance the latter's capacity and its ability to attract more enrollments. Currently there are less than ten graduate professional URP, MPH, and PA courses that are restricted to admitted students.

3. **Effect on CLAS of losing the Department of Political Science.** There should be no direct loss to the College or adverse affect on the balance of programs and the offerings in liberal and general education. The political science program will continue to exist, providing the same range of courses as is presently provided. Existing programmatic commitments will continue to be honored: faculty participating in the international studies program will continue to do so, and faculty will be encouraged to participate in the university studies program. The University's ability to provide students access to a liberal education will be enhanced through establishment of a School of Government with political science as a partner. Its closer proximity to other political scientists will give greater opportunity for new curricular offerings, to engage a different and enhanced mix of faculty. The political science department joins a faculty group well versed in and committed to the values of liberal education for undergraduate students.
4. **Additional clarification and justification.** The proposed school of government is dependent upon the inclusion of the department of political science. The proposal puts together within a single administrative jurisdiction the essential ingredients for the systematic study of the institutions of government, their relations with various elements within society, and the study of political thought. Most of the public administration faculty were trained in political science. The joining of forces with the department will create a mass sufficient in number and scope of expertise that will enable the faculty to engage in teaching, research, and public service activities that have eluded us in the past. Participation of the department of political science is needed to overcome deficiencies in funding that would normally be used to underwrite meaningful joint appointments, or the hiring of needed faculty expertise. The school of government will provide the College of Urban and Public Affairs greater visibility regionally and nationally, enhance a capacity to respond to opportunities as they become available, and provide a synergism for the three involved faculty groups. As an example, administration of justice is already discussing with political science a number of collaborative efforts that would not have taken place were the two in separate parts of the

University. Administrative and programmatic proximity spawns collaboration and mutual support that is difficult to achieve and maintain between detached units. Reorganization at this time creates an important opportunity for a named school within the University.

A number of alternative structural arrangements at other universities were explored, some of which were at the level and complexity of a college and others as a school; some where political science was administratively included as a unit; and others where there was no formal association. Seventeen institutions were reviewed. In these cases the common variable appears to be size of the political science faculty. Where the faculty numbers were large, the departments remained independent from a government/public affairs school/college. Their affiliations were by way of joint appointments. Moreover, the schools/colleges of government/public affairs all had within their ranks large numbers of faculty trained in political science. Joint appoints were adjunct to those faculty and their programmatic activities. At PSU, alternative strategies of joint appointments; moving graduate political science to UPA; and, separating international studies faculty from the American government faculty--the latter two resulting in the department being separated, were studied and found wanting. The unanimous opinion of the department has always been that it wanted to remain intact. It was only after a term of weekly deliberations amongst a sizable and representative faculty group, did consensus emerge as to the desirability of the proposed reorganization. The political science faculty, after participation in this process and on its own initiative, elected to become a member of the proposed School of Government within a College of Urban and Public Affairs.