

To: Bernd Buldt, Chair
Executive Committee of the Fort Wayne Senate

From: Sarah S. LeBlanc, Chair of the Senate Curriculum Sub-Committee
Shannon Johnson, Chair of the Senate Graduate Curriculum Sub-Committee

Date: October 12, 2020

Subj: Response to the Charge to Examine and Report on Restructuring of College of Professional Studies

The Executive Committee of the Senate charged the Senate Committees of Curriculum and Graduate Curriculum to investigate the restructuring of the College of Professional Studies to determine if proper procedures are taking place. We took this task seriously and reached out to anonymous representatives from the Department of Criminal Justice and Public Policy, Human Services, and the School of Education. We also sought documents from PFW's AAUP Chapter. With this evidence on hand, we conclude that proper procedures, as outlined in Senate Document 19-24, section IV, letter B, are not being followed.

First, the initiation of the proposal to dissolve CPS appears to be a verbal directive initiated by the Chancellor to Dean James Burg. The directive was mentioned in an email we received from Dean Burg. He also stated that an email was sent to CPS faculty and staff. (A copy of the dean's email to us is available as Appendix A).

Second, no official proposal containing the required information of rationale, explanation, impacts on students, faculty, curriculum, and the units involved exists. Our anonymous sources confirmed that they never received a copy of the report. Dean Burg indicated those proposals would be forthcoming after approval of the college dissolution. Because no proposal exists, section IV letters C through H cannot be accomplished.

Finally, we reiterate the language prepared by AAUP Executive Board Members in their October 7, 2020 email (*Appendix B*). Initial survey results find most CPS faculty concerned about the dissolution or not supportive of the proposal. CPS's Governance Committee provided evidence that supports our claim that proper procedures are not being followed. From the results of an in-house CPS survey, they found:

- The decision was top-down and lacked faculty consultation
- There were no clear metrics and no clear data presented that drove the decision
- There was no rationale provided behind the decision
- There were no details on how to proceed moving forward
- The decision shows a lack of regard/respect toward departments of the College (i.e., outside the School of Education)

- There is concern over how Departments (being moved to other Colleges) will be received
- There is concern over the loss of collaboration that has emerged in the College of Professional Studies over the last couple of years
- Some of the Departments have been through changes for several years and now there is yet another restructure occurring – this becomes a distraction from the need to focus on enrollment growth and program quality.

We found that a virtual meeting was to have taken place on September 30 between the Chancellor and CPS; but as of this time we have no minutes of what was discussed.

Subject: RE: Dissolution of the CPS
Date: Tuesday, October 13, 2020 at 3:11:43 PM Eastern Daylight Time
From: James Burg
To: Shannon Johnson, Sarah Leblanc
Attachments: image001.jpg

No, no proposals yet, just the verbal directive from the chancellor to dissolve the college structure and create a freestanding education unit. I am hoping that by the end of the semester or early next semester, the units in CPS will have found new homes and proposals will come forward.

When we went through campus-wide restructuring three years ago, the faculty-led process determined that creating the CPS was the best post-IPFW solution to academic organization. Since then, the units in CPS have leaned into their identity as highly-applied, career-focused, community-engaged programs, which makes the fit with DBS and the future colleges of Science or Liberal Arts awkward at best.

My greatest concern is that either the department faculty are going to have to adopt college-level curriculum that they don't believe is right for their students, or the faculty of the new colleges will have to provide permanent exemptions that they don't believe is right for students in their college. At some level, faculty and their ability to establish curriculum they believe is right for their students, will lose. Given the nature of politics, I believe it will be the tyranny of the Big that will force CPS departments to assimilate into their cultures (although by enrollment, Human Services and Criminal Justice and Public Administration would be the fourth and fifth largest departments in COAS, right behind General Studies).

As of today, the chair of Hospitality and Tourism Management has had one conversations with the dean of DBS, but in this case, neither side wants the other to be identified with them, so keeping college-level and department-level requirements separate may be an option. The chancellor has publicly stated that Human Services might join with Education, which would be a soft landing for them if both sides can come to terms. That leaves CJP as the orphan, neither fitting in a traditional liberal arts college nor purist science-oriented college. The language requirements, while conceptually positive, could negatively impact enrollment and retention, as it would be the only program in its competitor pool with such requirements. A significant enrollment challenge for CJ is that you don't need a college degree to work in corrections or be a police officer, you just have to go through the public safety academy; therefore, college requirements that are not directly linked to the career are viewed by some students as a waste of money and academic roadblocks.

Conversations are just starting between my chairs and the COAS transition teams, so hopefully common ground can be found.

That may be more than you needed, but let me know if there are other questions. As the faculty had no say in the dissolution of the college, I am working hard at being transparent about the process and empowering the faculty to make decisions with the few options available to them.

Jim

From: Shannon Johnson <johnsons@pfw.edu>
Sent: Tuesday, October 13, 2020 1:03 PM
To: James Burg <burgj@pfw.edu>; Sarah Leblanc <leblancs@pfw.edu>
Subject: RE: Dissolution of the CPS

Has a proposal been made? According to the senate procedures [SD 19-24](#) our committees are supposed to

review any program reorganizations. The senate just sent us a request to review but we have not received any paperwork.

Shannon

Shannon Fay Johnson

Director of Library Academic Services

Liasion to Business, Human Services, Communication Disorders, Hospitality, Psychology, and Health Sciences

Walter E. Helmke Library

Purdue University Fort Wayne

2101 E. Coliseum Blvd

Fort Wayne, IN 46805

johnsons@pfw.edu

Cell: 1 (260) 267-6502

Skype Username: johnsons.ipfw

To make an appointment: <https://schedule.library.pfw.edu/appointments/Shannon>

From: James Burg <burgj@pfw.edu>

Sent: Tuesday, October 13, 2020 12:27 PM

To: Sarah Leblanc <leblancs@pfw.edu>; Shannon Johnson <johnsons@pfw.edu>

Subject: Dissolution of the CPS

Hi Sara and Shannon,

I understand that as chairs of the Senate sub-committees on curriculum you might have questions about the chancellor's directive to dissolve the College of Professional Studies. Please let me know what you might need and I would be glad to respond.

Jim

James Burg, Ph.D.

Dean, College of Professional Studies

Purdue University Fort Wayne

250 Neff Hall

burgj@pfw.edu

(260) 481-5406

PURDUE
UNIVERSITY.
FORT WAYNE

College of Professional Studies



Statement regarding the dissolution of the College of Professional Studies

10/7/20

Background information

On September 11, 2020, faculty in the Purdue Fort Wayne College of Professional Studies (CPS) (which includes the School of Education [SOE] and the departments of Criminal Justice, Human Services, and Hospitality and Tourism Management) were informed by Dean James Burg that the Chancellor had directed the Dean to dissolve the College by June 2021. The SOE would become a stand-alone unit and the other departments would be required to find homes in other colleges.

The rationale for restructuring, provided by the Chancellor and VCAA, was that the SOE has potential to grow, but the market for education degrees in our region is nearing saturation, so efforts to grow the School will require concerted investment and focus, and this can best be done if the SOE is a stand-alone unit.

The CPS College Governance Committee surveyed faculty members on their views of the restructuring and presented results in a College assembly on September 23, 2020. Fifty-nine percent of College faculty responded (n=22), with 4 supporting the change, 10 supporting the change but with concerns, and 8 not supporting the change. It should be noted that the SOE is the largest unit in the College comprising about two-thirds of the College's voting faculty.

At the assembly, a number of additional concerns were raised, including the lack of faculty input in the decision-making process, the lack of rigorous data in the justifications for the decision, the lack of guidance given to impacted departments other than the SOE, the reception these departments will receive in other colleges, and general fatigue among faculty who have experienced multiple restructurings in recent years. Additionally, some faculty in the SOE expressed concern about the expectations for enrollment growth the administration will hold; they wonder if, in a time of uncertainty, it will be easy to meet these raised expectations and if they do not, whether they could face additional restructurings.

Policy considerations

The Chapter understands that faculty leadership is now looking into whether campus policy has been violated to this point and how this restructuring can adhere to campus policy moving forward. Relevant policy documents include SD 19-1, which ends with the following resolutions:

BE IT RESOLVED, any proposals moving through shared governance structures resulting in changes to the curriculum - including program offerings, subject matter, methods, and modes

of instruction - must go before faculty-elected bodies holding primary responsibility for the curriculum and existing for the presentation of the views of the whole faculty, and;
BE IT FURTHER RESOLVED, any changes to academic structure or organization that involve or potentially involve the faculty's ability to deliver curriculum must go before faculty-elected bodies holding primary responsibility for the curriculum and existing for the presentation of the views of the whole faculty, and;
BE IT FURTHER RESOLVED, Voting Faculty, through faculty-elected bodies existing for the presentation of the views of the whole faculty, will retain primary responsibility and sole control over the curriculum "to review and approve" all changes to the curriculum, including program offerings, subject matter, and modes of instruction, and;
BE IT FURTHER RESOLVED, Voting Faculty, through faculty-elected bodies existing for the presentation of the views of the whole faculty, will retain primary responsibility and sole control over any changes to academic structure or organization resulting in any change or potential change to the curriculum, including program offerings, subject matter, and modes of instruction.

The Fort Wayne Senate bylaws give responsibility over restructuring to the Curriculum Review Committee as well as the Graduate Subcommittee. The following statement from the bylaws details the charge of the CRC:

5.3.3.2.3.4.2.2. Upon a request from the Senate, an academic unit, or PFW's Chief Academic Officer, examine and report on existing academic programs and new or proposed courses. Such examinations shall be requested only when one of the following circumstances occur. First, significant questions of proper sponsorship or academic quality arise. Second, there are administrative or faculty led initiatives to reorganize, merge, reduce, or eliminate academic programs or units. Third, there is a PFW-wide effort to ensure the periodic review of academic programs by a body functioning above the department level.

Purdue system policy gives oversight on restructuring to the Purdue-WL Academic Organization Subcommittee, giving it the following charge:

[to oversee] changes in academic organization having a significant impact on the intellectual atmosphere and functioning of the university on all of its campuses, e.g., elimination or consolidation of existing departments and schools; and the establishment of interdepartmental institutes and centers. In performance of this task the committee shall, where appropriate, work with officers of the administration, ad hoc committees and faculty involved in contemplated changes.

Finally, the AAUP "Statement on Recommended Institutional Regulations on Academic Freedom and Tenure" lays out standards and procedures for discontinuing academic structures. Because PFW has not declared financial exigency, the administration must demonstrate that educational reasons dictate the discontinuation of the academic structure in question:

- (1) The decision to discontinue formally a program or department of instruction will be based essentially upon educational considerations, as determined primarily by the faculty as a whole or an appropriate committee thereof. [Note: "Educational considerations" do not include cyclical or temporary variations in enrollment. They must reflect long-range judgments that the educational mission of the institution as a whole will be enhanced by the discontinuance.]

The AAUP guidance also describes procedures that should be followed to ensure faculty in impacted programs find placement in other programs.

Where the chapter stands

The chapter notes that the administration has taken some steps to engage processes and institutions of shared governance. It notes the administration's cooperation with the CPS Governance Committee and its willingness to hear input from the Committee, including the Committee's survey findings regarding the views of College faculty. These steps are all consistent with AAUP guidelines.

Nevertheless, the chapter is concerned that past actions or future steps may be shown to have violated Purdue system policy, PFW policy, and the principles of shared governance. SD 19-1 requires that faculty-elected bodies retain primary control over any changes to the structure of educational units that could have curricular implications. While the administration might argue that structural changes, such as the elimination of a department or college, are not related to curriculum and thus are the purview of administration only, the reality is that such acts often have profound implications for curriculum. In the present case, the CPS Governance Committee's survey of College faculty found considerable concern among faculty in departments other than SOE who will now have to move to other colleges. The Chapter believes some of that concern is related to the potential impact these moves will have on these departments' curricula.

The chapter will continue to monitor this situation and solicit information from its members and supporters. It also recommends the following action:

- Moving forward, the PFW administration should adhere to the policies defined in SD 19-1 as it moves forward with the restructuring proposal, including working closely with faculty leadership and the Fort Wayne Senate.
- The Fort Wayne Senate Executive Committee should charge the Curriculum Review Committee and the Graduate Subcommittee with the task of examining and reporting on the restructuring proposal.
- Faculty leadership should contact the Chair of the Purdue Academic Organization Subcommittee to ensure that Purdue system policy is followed.
- The PFW administration should contact individual faculty in impacted departments officially and in writing to solicit their input on the restructuring proposal.
- Finally, and because this restructuring will have a direct impact on curriculum and instruction, the PFW administration and faculty leadership should take steps to ensure that faculty control over curriculum and instruction in impacted departments is preserved.

Approved by the membership of the PFW chapter of the AAUP. 10/5/20.