

**From:** [College of Education List](#) on behalf of [David H. Monk](#)  
**To:** [L-EDUC@LISTS.PSU.EDU](mailto:L-EDUC@LISTS.PSU.EDU)  
**Subject:** Next Steps in Response to Recommendations from the Core Council  
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September 9, 2010

**To:** Members of the College of Education Faculty Council  
**From:** David H. Monk  
**Re.:** Next Steps in Response to Recommendations from the Core Council

The College recently received a memo from the Provost of the University where he summarizes 9 recommendations that have been made by the Academic Program and Administrative Services Core Council for the College of Education. The memo is available for your review at:

<http://www.ed.psu.edu/educ/for-current-faculty-and-staff/deans-office/UPARCC%20Recommendations-Memo.pdf>

The Core Council and the closely related University Park Academic Coordinating Committee (UPARCC) were created as part of the Penn State's most recent strategic plan. These bodies include faculty, staff, and academic administrators and have been asked by the Trustees to conduct program reviews throughout the University. The members are taking their responsibility very seriously given the challenging economy and pressures from the Board of Trustees for the University to streamline operations and direct resources toward high priorities. All University Park College and Penn State Campuses will be receiving recommendations from the Core Council. This is a data driven review process. I have had several opportunities over the past six months to respond to questions that were posed by the UPARCC, and it is quite obvious that the Committee has been responsive to its charge.

As you will see, the recommendations for the College of Education are far-reaching and have the potential to affect the work lives of everyone in the College. I will be looking to you in your roles as members of the College Faculty Council for guidance in how best to respond, in the true spirit of shared governance, since the Faculty Council is in a good position to facilitate fruitful discussion within the entire College. I wish to thank you in advance for your assistance.

Recommendation 1 is perhaps the most immediately far-reaching as it calls upon us to merge two of our academic departments (CECPR and ESPSE). As you will recall, we have been studying organizational alternatives for this area of the College for a number of years. These efforts have involved the use of external consultants as well as most recently a design team that included faculty members from CECPR and ESPSE as well as the two department heads. It is clear to me that we need to take this recommendation very seriously, and we are examining what would need to happen for the two departments to merge.

Recommendation 1 also makes it clear that the merger needs to be more than a simple combination of the two departments, and that we need to reduce size, streamline offerings, and take serious steps to re-assess priorities and gain efficiencies in operations. It is important to stress that the concern here is not

so much about the quality of programs in this area of the College but rather with high costs of operation. For example, we currently operate two separate high quality graduate programs in counseling, one in Counselor Education and one in Counseling Psychology. While I believe the College needs to offer a high quality graduate program in counseling, I think we have reached the point where we simply cannot afford to operate two separate programs in counseling. Moreover, it is clear to me that the single graduate program in counseling needs to look more like our current Counselor Education program with its focus on schools and educational settings than the current Counseling Psychology program with its broader emphasis that includes clinical practice. Indeed, it is an open question in my mind whether we should admit any new students into our existing Counseling Psychology graduate program.

We also operate a small and relatively self-contained program in School Psychology. This is a high quality program, but it is designed with so many requirements that it creates a significant number of highly specialized, under-enrolled courses. In a very real sense, we have painted ourselves into a corner and have created a program that we can no longer afford to operate.

I see the need to act boldly to streamline our offerings in counseling and to significantly re-design our offering in school psychology. I believe a failure to take these two actions will result in the need to close the School Psychology program in addition to the Counseling Psychology program. In order to act boldly, I am planning to appoint a small (4-5 member) team that will take the lead in developing the College's response to the Core Council/UPARCC recommendations for the new department. I will prepare a charge for the team that will make it clear that all programs in the new department will need to a) have a strong connection with schools and/or other educational settings; b) engage in a significant way with the College's undergraduate education mission; c) eliminate under-enrolled classes; d) develop successful research and outreach programs that include major funded projects from IES and other external sources; and e) attract strong graduate students who finish in timely ways to pursue careers as academics or educational professionals.

Recommendations 2-9 call explicit attention to a number of other areas of the College that warrant attention over the next several months. We need to work hard to reduce the incidence of under-enrolled classes throughout the College and to make serious efforts to achieve greater equity and efficiency in the workloads of all faculty and staff members. Indeed, it is my view that all programs in the College should be held accountable to the expectations I list above for programs in the new department. I realize we have some programs that are focused exclusively at the graduate level, but even in these programs the faculty needs to accept responsibility for helping out with the College's undergraduate mission. There are many opportunities to do this including teaching undergraduate service courses, courses for honors students, and First Year Seminars, to name just a few. We will be taking steps over the next several months to examine other areas of the College in our effort to streamline operations and direct resources toward their most important uses.

These will not be easy steps to take, and I regret whatever disruption will be prompted by the resulting changes. Wherever possible, we will make the necessary personnel adjustments through naturally occurring attrition. We will also take seriously our responsibility to help students finish the programs they

entered. I will keep the Faculty Council informed as we consider options, and I look forward to discussing the ideas with you. An important ingredient for success is clear, accurate, and consistent communication, and the Faculty Council can play a very positive role in keeping lines of communication open so that we make the best possible decisions. Let me reiterate my thanks in advance for your assistance.

Xc: College Listserv

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