

MOTION:

The Helen Bader School of Social Welfare be departmentalized into two distinct and separate departments: criminal justice and social work, effective for Spring, 2003.

RATIONALE:

Over the past three decades, the School of Social Welfare has operated with two programs: criminal justice and social work. This arrangement provided the School with one Executive Committee. The Executive Committee functioned on the behalf of faculty in both programs and provided advice and recommendations to the Dean. Given the interests and commonalities among the faculties within both programs, the separate program structure and one Executive Committee format worked well to meet the needs of students, faculty, and staff. However, in recent years, the two programs have grown such that current interests and curricular issues require a separate departmentalized structure. In addition, the current structure, with one Executive Committee, is cumbersome for the programs to continue the development of personnel practices, merit review procedures, and curricular matters specific to each program. Moreover, over the past ten years, program budgets, personnel decisions, and curricular issues have been separated in practice. A departmentalized structure would formalize what has been operating for the past decade. Finally, a departmentalized format would enable the School to institute a structure that is consistently found across campus. This would create a clear definition of the role, responsibilities, and authority of the two Chairs, who under this new structure, would also serve as Chairs of the Executive Committees.

STRUCTURE:

The proposed structure would have the Dean as the Chief Executive Officer of the School. The Associate Dean and Assistant Dean would serve as part of the Dean's staff, as well as the Chairs of the criminal justice and social work departments. In a hierarchical structure, the Assistant Dean would be lodged next to the Dean, and the Associate Dean would be the next step in the chain of command. The two department Chairs would be the next step and would report to the Associate Dean. The faculty would work in tandem with the Chairs regarding all matters of curriculum, teaching, scholarship, and service. In both departments, field supervision would be under the authority of the Chairs, as would be the duties and responsibilities of the Executive Committee.

All budgetary authority would reside in the Dean's office, and the Dean and staff would work with department Chairs to allocate resources as needed to meet performance expectations in the areas of teaching, research and scholarship, and service. Additionally, all School and department committees would remain intact and operate as currently structured. School wide committees would be coordinated through the office of the Associate Dean and department wide committees would be coordinated through the Chairs.

ADVANTAGES:

The proposed structure provides a number of advantages to the School. First and foremost, the new structure would allow for a clearer line of authority among the Dean, Associate Dean, Chairs, and faculty. Under this arrangement, the Associate Dean would work with the Chairs to meet the goals, objectives, and tasks particular to the departments. In consultation with the Associate Dean, Chairs and faculty would define workload issues, promotion and tenure matters, and all other concerns pertaining to the functioning of the departments. With a clearer line of authority defined, it is hoped the efficiency of the two departments to meet their goals, objectives, and tasks will be improved. A second advantage is that the School would be in accordance with similar arrangements found across campus to facilitate communication to departments. All communication would be sent directly to the department Chairs. Under the current program structure, communication is often relayed to program Directors and the Chair of the executive committee. Under the new structure, since the Department Chair is also the Chair of the Executive Committee, communication from university bodies to the department would be more direct. The proposed structure would facilitate communication between the department and important committees on campus.

Passed by the Faculty of the Helen Bader School of Social Welfare, 5/15/02

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