

Atlanta Business Chronicle - March 15, 2010  
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Friday, March 12, 2010

## GSU's public policy school faces painful cuts

Atlanta Business Chronicle - by [Maria Saporta and J. Scott Trubey](#) Contributing Writer and Staff Writer

Change is afoot at Andrew Young's namesake — the globally known School of Policy Studies at **Georgia State University**.

The school's new dean, Bart Hildreth, resigned abruptly, claiming he was asked to step down, and people close to the school say top administrators are considering cost-saving measures that could include folding it into the **J. Mack Robinson College of Business**.

Georgia State officials deny that claim, and say the downtown university is looking internally to replace Hildreth, who will remain a tenured faculty member.

"I was asked to step down," Hildreth told Atlanta Business Chronicle.

"If we needed to save money, the burden would need to fall on the deans to cut costs," said Hildreth, whose resignation was made public March 9. "That was not put on the table."

This (changing the structure of the school) was presented in a budget context and was the option put on the table. There must have been discussions before that that excluded [me]," he said.

With the state facing a sobering budget crunch, officials have outlined doomsday scenarios that at the least could result in the axing of key Young school programs. Others tied to the Andrew Young School of Policy Studies say despite Georgia State's insistence that a folding of the school is not in its formal budget proposals, a merger with the Robinson College is not completely off the table.

Erroll Davis, the chancellor of the University System of Georgia, which governs the state's public colleges and universities, unveiled a budget proposal Feb. 27 that would slash an additional \$300 million from the fiscal 2011 budget on top of the \$265 million in cuts previously reported.

The proposals drew a sharp backlash statewide from students, parents, faculty members and even some lawmakers because many of the cuts included highly popular programs.

The spending plan for Georgia State includes ripping an additional \$34 million from GSU's budget, which would result in the elimination of more than 600 jobs; gutting of the Fiscal Research Center, which helps craft state and local fiscal policy; and shuttering the **Georgia Health Policy Center**, among others.

In an interview with the Chronicle, Young said GSU President Mark P. Becker informed him a week ago that a merger was being considered as a potential cost-saving measure.

"That was just one of the things that came up for discussion as a possibility for cost-savings," the former Atlanta mayor and U.N. Ambassador said in the interview. "I think we made the case that that doesn't really save any money and may actually cost money."

The Young school actually generates more in grant funding than it costs to operate, Young said.

Andrea Jones, a spokeswoman for Georgia State, insisted a reorganization was not among the list of cuts in the school's amended budget proposal.

"We continue to wait for further direction from the Board of Regents on all budget information," she said. "When this information is known, the university will determine what actions are necessary to address any budget cuts."

But according to sources familiar with a meeting of top and administration brass, Becker did not completely take a merger with the business school off the table.

Young said in his meeting with Becker, a merger was only one of several options being considered.

"It would be fair to say that I would want it to stay as a stand-alone," Young said. "We are going to do what we have to do regardless of what they call us."

The Young school is the 27th-ranked public policy school in the nation and its influence stretches across the globe, with projects in 61 countries worldwide.

Its scope includes economics, formerly a discipline that fell under the business school, and public policy and management. Outside the

traditional business school realm, degree programs include undergraduate programs in planning and economic development, nonprofit management and graduate programs in public health, public finance, criminal justice and social policy.

"We have worked with governments around the world," Young said, citing examples of Russian tax policy and social policy studies in South Africa and dozens of other nations funded primarily by grants. "We have a record that very few schools can match."

Hildreth said the "the Andrew Young school is in great shape to face the fiscal problems of the state, and we are called upon frequently to help the state deal with fiscal and policy issues. We remain committed to that mission."

In a widely circulated e-mail, professor Jim Alm, editor of the school's Public Finance Review, called for the policy school's faculty to rally together, and demand a "full say" in the search process for a new dean.

"We would like clear and firm assurances that the faculty and staff of the AYS will be fully engaged in any conversations about the future of the school," Alm wrote. "As part of these conversations, we believe it essential for the president and the provost to understand the vital importance to everyone in the school about the continued, long run existence of the Andrew Young School of Policy Studies as an independent college within the university."

Dianne Wisner, a development and policy consultant and former executive at Young's GoodWorks International LLC, said a folding of the policy school into Robinson College would be a blow to Georgia State's reputation nationally and abroad.

Even proposed budget cuts would be devastating, said Wisner, who sits on the school's advisory board.

The Young school's focus on public health policy in rural areas, if cut, would hurt rural communities.

And programs within the school that make it unique, such as public health and nonprofit management, do not fit well within the confines of a business school.

"I think it would be tragedy," she said. "[The Young school gave Georgia State] an international reputation, and you can't buy that.

"How can you not know that that has value around the globe?"

In a second widely circulated e-mail, an unnamed faculty member said cuts would damage relationships built with the World Bank and USAID, not result in many cost synergies, and be an insult to a Civil Rights era icon.

"It's important for this school to remain with a dean reporting to the provost because that gives a lot of credibility and independence to an academic unit," Hildreth said. "We have been very successful in meeting the needs of stakeholders from the Capitol, downtown and the rest of the state.

"There is no meritorious reason to change that. There's no budget issue."

Though his preference is to see his namesake school remain independent, Young said, he would continue to focus on its mission.

"There are two things I try to stay out of — church politics and university politics," the ordained minister and civil rights icon said. "I don't know which one is worse."

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The Atlanta Journal-Constitution

Updated: 7:12 a.m. Thursday, March 11, 2010 | Posted: 5:54 p.m. Wednesday, March 10, 2010

## Andrew Young School dean resigns

By Laura Diamond

The Atlanta Journal-Constitution

The dean of the Andrew Young School of Policy Studies said the president of Georgia State University asked him to resign because he spoke out against a proposal to merge the nationally-recognized school with another college.

"I stood up to point out the quality of the Andrew Young School," Bart Hildreth told The Atlanta Journal-Constitution on Wednesday. "To think you could just move it over to the business school and get the same results is ridiculous."

President Mark Becker was out of town on college business and could not be reached for comment.

"We disagree with his statements, but because we respect the confidentiality of the personnel situation involved, we will not comment further," spokeswoman Andrea Jones said.

Hildreth said the proposed merger was floated during discussions on possible budget cuts.

Public colleges assembled lists of possible cuts at the request of lawmakers who said the University System of Georgia could lose an additional \$300 million for the 2011 fiscal year because of the state's financial crisis. Lawmakers are still debating cuts but have said they will be less than previously stated.

Merging the Andrew Young School was not included in the list of possible budget cuts and program changes that Georgia State supplied to state officials, Jones said. Other changes were proposed in the document, including closing the university's Brookhaven campus, shutting the Regents Center for Learning Disorders and eliminating the Fiscal Research Center, which is part of the Andrew Young School.

"We continue to wait for further direction from the Board of Regents on all budget information," Jones said. "When this information is known, the university will determine what actions are necessary to address any budget cuts."

School namesake Andrew Young said he has spoken with Becker and Hildreth. Becker explained he was asked to look at as many options as possible to save money, said Young, the former Atlanta mayor, ambassador and civil rights leader.

"I've never been hung up on whether it's a department or a school or a college," Young said. "Structure is not as significant as mission. The job is going to get done and we are still going to give students the best education we can so they can become world leaders."

Hildreth resigned last week, but faculty and staff were notified Tuesday. He earlier sent a five-page memo to staff and faculty stating there was a plan to merge the school and outlined why he thought such a move would be detrimental. He questioned the motive behind a merger.

"If it was a budget issue he [Becker] would tell me 'Give me a plan on what to cut,'" Hildreth said. "I've heard that people on campus are jealous of the world-class success of the Andrew Young School."

Hildreth, who became the dean in July, will remain on campus as a tenured faculty member. He earned \$230,000 a year as dean and his contract states he will not make less than two-thirds of that salary when he returns to the faculty, according to the university.

Jones said the provost is seeking nominations of tenured faculty members at the Andrew Young School who could replace Hildreth as dean.

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## Robinson and Andrew Young schools could combine

### Andrew Young dean says he was asked to resign; policy school could fold into business school to save

By [Noël Hahn](#)

**Published:** Wednesday, March 17, 2010

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Andrew Young School of Policy Studies dean, Bart Hildreth, resigned last week. According to Hildreth, President Mark Becker asked him to step down due to Hildreth's objections of the merging of Robinson and Andrew Young.

To save money, talks of combining Andrew Young School with J. Mack Robinson College of Business are underway.

Hildreth is opposed to this idea. According to him, this challenge to the conversion is what caused him to a forced resignation.

"I was asked to step down," Hildreth said. "If we needed to save money, the burden would need to fall on the deans to cut costs. That was not put on the table."

"I stood up to point out the quality of the Andrew Young School," Hildreth told The Atlanta Journal-Constitution. "To think you could just move it over to the business school and get the same results is ridiculous."

Before his resignation, Hildreth sent staff and faculty a five-page memo about the possible plan of merging the schools. This memo stated his negative thoughts behind the merger. The claim that Hildreth was forced to resign due to his challenge has been denied by Georgia State officials.

"We disagree with his statements, but because we respect the confidentiality of the personnel situation involved, we will not comment further," spokeswoman Andrea Jones said.

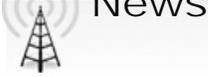
While the merger of the two schools is not on the official budget, it is still an open option to help save Georgia State money when budget cuts start going into effect.

"We continue to wait for further direction from the Board of Regents on all budget information," Jones said. "When this information is known, the university will determine what actions are necessary to address any budget cuts."

The university is looking internally to replace Hildreth. Hildreth will remain on campus as a tenured faculty member.



Former Andrew Young Dean Bart Hildreth says he was asked to retire last week and now the school is considering folding the A.Y. Policy School in with the J. Mack Robinson College of Business - which Hildreth says would be a huge mistake.



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## Deanship 2.0

September 15, 2010

The first million really is the hardest.

Daniele Struppa became dean of George Mason University's mammoth 30,000-student College of Arts and Sciences in 1997, having advanced from the chairmanship of the math department there. It wasn't long before he ended up sharing breakfast with a wealthy potential donor who was taking a keen interest in a new humanities initiative Struppa was trying to get off the ground. But this was Struppa's first rodeo, and he was hesitant about asking for money and unsure of how to rope in the gift. No one had told him how to do it, and it just seemed weird.

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"It was he who said 'I think at this point what you really need is for me to give you a million dollars.' It was he who actually broke the ice for me," recalls Struppa, now chancellor of Chapman University. "A million dollars is a lot of money. Imagine if somebody over breakfast would agree to give it to you."

Over the next seven years, these meetings became more and more the norm for Struppa, and the millions kept coming. Struppa may not have entered the job realizing he'd be a fund-raiser, a politician and a crisis manager, but he says that's exactly what he became.

This is deanship 2.0, and it's not for the faint of heart. Increasingly complex and big-budget colleges, a crushing economy, and a skeptical public questioning the very purpose of higher education have changed the landscape for a middle management position that now resembles some earlier incarnation of the presidency itself. While the deanship was always a position of leadership in academe, today's deans say they are administrators in the truest sense, called upon to engage in more long-term strategic thinking within the wider contexts of universities that are often struggling financially. At many institutions, deans are also forced to fend more for themselves by courting donors, bolstering research and creating entrepreneurial partnerships with industry.

"I took the job about three months before the budget collapsed," says Ana Mari Cauce, dean of the University of Washington's College of Arts and Sciences. "And one of the big satisfactions you get [as a dean] is building, and that isn't something we're doing a lot of now. So you have to kind of reorient yourself to what's rewarding."

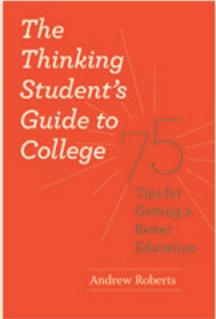
Cauce's college has trimmed about \$12 million from a \$200 million budget in the last two years, and expects to endure a cut of as much as 10 percent once temporary money supplied from the provost's office runs out. As state funds dwindle, research dollars have come to comprise more than half of the college's total budget.

"The metaphor I use is that we're still standing ... but we're on the edge of a cliff," Cauce wrote in an e-mail.

The college has canceled 36 faculty searches and massively enlarged some classes, including a biology course that grew from 400 students in each section to 700. While Cauce says the college's learning outcomes evaluations demonstrate academic quality hasn't suffered from that kind of growth, these are not the sorts of projects deans dream of doing. Still, Cauce says she enjoys running a college that, with 25,000 students, is larger than many universities. Somewhat unexpectedly, Cauce says she derives much of that pleasure from her new – and time-consuming – role as fund-raiser-in-chief. The hours are tough, but the benefits aren't shabby, either.

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"I find it very difficult to complain to a faculty member about having gone out to dinner the night before to one of the best restaurants in Seattle," she says. "And the kind of people who support the university are people I have tremendous respect for and enjoy getting to know."

The fact that a dean like Cauce must now be able to work a cocktail party just as effectively as she runs a faculty meeting is coloring the very process by which deans are selected. So you're the best your discipline has to offer? Great, but can you tell a joke?

William McKinney, vice chancellor for academic affairs at Indiana University-Purdue University Fort Wayne, says he's looking for charm and creativity as much as anything when he hires a dean.

"I'm watching that person when we're out to dinner with community leaders and industry people," he says. "I'm watching that person at breakfast. I'm watching that person at receptions. I think personality is huge."

While there is an argument to be made that these new responsibilities could shift deans away from their more traditional roles as academic leaders consumed with issues like curriculum development, McKinney says he doesn't see it that way. Indeed, higher education will only thrive at a time of diminishing resources if deans engage alongside presidents in pursuit of new revenue streams and opportunities, he says.

"I actually do see the changing role of the dean as positive because these are the individuals who are in the best positions to lead positive change in higher education due to their proximity to our faculty," McKinney said in an e-mail. "The changing role of the dean in many ways embodies how higher education is changing, and ... must change."

It's clear, however, that these evolving roles may mean deans won't devote the same amount of time to direct faculty contact, among other things, says James Gandre, provost at Roosevelt University.

"I think it's both good and bad," he says. "What it does is it allows for more contact [with donors] and more possibilities for fund-raising, which can really help an institution or a college and the greater institution move forward in ways it might not [otherwise]. On the other hand, yes it will shift them away a little bit from curriculum development, etc. But I think what's happening is you see associate deans taking on those kinds of roles ... All in all, I actually don't think it's a horrible thing. But are there downsides? Sure."

'Exit, Voice, and Loyalty'

There's some evidence to suggest the financial pressures placed on deans are creating tensions within their relationships across campus. In a recently released [survey](#) of college chief financial officers, a plurality of respondents – about one-third – described their relationships with deans as the most challenging at their institutions. A further statistical breakdown of the survey, provided to *Inside Higher Ed* by the National Association of College and University Business Officers, suggests the relationship between deans and CFOs actually gets worse over time. While 29.8 percent of CFOs in the job a year or less saw deans as their most challenging colleagues, that figure rose to 34.2 percent for CFOs on the job more than 10 years.

In this economic environment, it would also not be surprising to see strained relations between deans and faculty or deans and presidents and provosts, says Peter Eckel, director of programs and initiatives at the American Council on Education's (ACE) Center for Effective Leadership. Deans are placed in the sometimes awkward position of cheerleading for their individual colleges, while at the same time serving the best interests of the university entire, he says.

"Sometimes those dual roles are in sync with one another, but particularly in budgetary hard times, those two roles can come in conflict with each other," Eckel says.

Such a conflict emerged this spring at Georgia State University, where a

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dean launched a public fight he says was aimed at preserving his college. He wound up losing his job in a spat that crystallizes the tensions between serving one's college and one's president.

In March, University System of Georgia Chancellor Erroll Davis ordered the state's 35 public colleges to quickly create a doomsday plan for slashing another \$300 million – on top of the governor's recommended \$265 million cut – from the system's \$2.2 billion budget. With that unsavory task in hand, Georgia State officials discussed a number of bleak scenarios, including the merger of the Andrew Young School of Policy Studies with another college. Bart Hildreth, the college's dean, said he was "blindsided" when the proposal was floated in a public meeting, and he subsequently fired off a five-page memo to faculty that said the plan would "destroy arguably the most successful quality academic enterprise on campus."

The backlash against Hildreth was swift. Within days, [he resigned](#) at the behest of Mark Becker, a relatively new president who had hired Hildreth just eight months earlier. Reflecting on the episode, Hildreth says he was faced with options laid out starkly in *Exit, Voice, and Loyalty*, a book by Albert Otto Hirschman, an influential economist widely labeled a "maverick."

"You have three options: You can exit; you can show your loyalty, salute and move on; or you can voice your view of a situation," says Hildreth, who remains a professor of public management and policy in the college. "But if you stand up and voice in a professional manner, there's a risk. So I think the exit, voice and loyalty framework holds for [all] deans. ..."

Georgia State officials point out that the Andrew Young School, now [headed by a new dean](#), remains a stand-alone entity. Hildreth argues the school still exists because the university succumbed to outside pressures from business leaders and Andrew Young, the former congressman and civil rights leader for whom the school is named. But Georgia State officials suggest the merger plan was never seriously considered.

"That proposal never made it into any official documents submitted to the Legislature or the Board of Regents," said Andrea Jones, a university spokeswoman.

Hildreth says he is without regret.

"I am very, very satisfied with my professional approach throughout this," he says.

#### Pathway to Presidency

The natural career trajectory for deans moving up the academic ladder is through the provost's slot and on to a presidency. There are, however, exceptions. ACE has seen an uptick in the number of deans looking to participate in its "Advancing to the Presidency" [workshop](#), and that likely suggests some deans believe their growing portfolios prepare them to move directly into presidencies, says Eckel, who runs the program.

There are already a number of examples of deans moving straight into the president's post. Among those who've made the transition are Richard Levin, president of Yale University, who was previously dean of Yale's graduate school of arts and sciences; Alan G. Merten, president of George Mason University, who moved directly into the post from the deanship of the Johnson Graduate School of Management at Cornell University; and Adam F. Falk, president of Williams College, who previously served as dean of the Krieger School of Arts and Sciences at Johns Hopkins University.

Among respondents to a recent [survey by the Council of Independent Colleges](#), about one-third of provosts said they weren't interested in moving on to the presidential post, and that may create an opening for deans, Eckel says.

"The dean is clearly at the top of that list as another pathway in," he

says.

And just as provosts may not always be itching to be presidents, deans aren't universally hardwired to become chief academic officers, either. So says a dean at a Research I institution, who, candidly discussing how bleak the budget-slashing [job of provost appears in this economy, asked not to be identified.

"If the provost keeled over tomorrow, I'd probably be one of two or three deans the president might put in there to [stop] the hemorrhaging, but I would not do that," he says. "I would not do that. As much as I love this university and I love the president, I wouldn't do it. For me to say I wouldn't do anything for this university is astonishing."

But these are astonishing times – times that test deans, provosts, and presidents alike. It is in that context that deans need to focus deliberately on why they're there in the first place, says Bobby Gempesaw, who recently announced he'd [step down from his post](#) as dean of the University of Delaware's Alfred Lerner College of Business and Economics.

"As a dean I only have one primary goal: To ensure the success of my students," he says. "My decisions are all guided by [whether] this is good for my students. That's our business. All other goals should be derivative of that."

In service to that goal, however, deans will be increasingly called upon to *prove* they're doing the right thing for students, says Gandre, provost at Roosevelt. Indeed, Gandre argues that the public and Congressional pressures tied to accountability may pose even greater challenges for deans than this great recession has. It will require deans to be "much more demonstrative about the benefits of education," and Gandre says deans can only do that by thinking about the good of the entire university, and not just their little pieces of it.

"A dean," he says, "really more and more becomes like a mini-president -- the best ones, I should say."

— Jack Stripling

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