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Atlanta, Georgia 30302-3992

May 5, 2010

Dr. W. Bartley Hildreth  
Professor of Public Management  
and Policy  
Andrew Young School of Policy Studies  
Georgia State University  
P.O. Box 3992  
Atlanta, GA 30302-3992

Dear Dr. Hildreth,

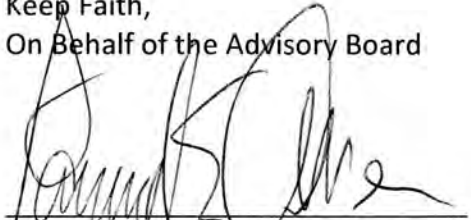
The Advisory Board of the Andrew Young School of Policy Studies commends you for your outstanding service and leadership as Dean of the Andrew Young School.

Your vision for branding the school, developing innovative programs to expand the participation of diverse students in doctoral studies in economics, creating special studies for public sector finance officers, and examining the public policy legacy of Ambassador Young was exciting and innovative. It is our hope to infuse these elements into the future of the Andrew Young School.

Your prompt and decisive action on behalf of the Andrew Young School for Policy Studies during the state's budget crisis preserved the school as a college within Georgia State University. For that, you have our enduring gratitude.

We want you to know how deeply we appreciate your service to the Andrew Young School. Thank you for your courage and your unwavering dedication. It is our sincere hope that you will continue to be an important and valued member of the faculty of the Andrew Young School.

Keep Faith,  
On Behalf of the Advisory Board

  
Samuel Allen, Chair, Advisory Board  
Ambassador Andrew Young



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April 9, 2010



W. Bartley Hildreth  
Andrew Young School of Policy Studies

Dear Bart,

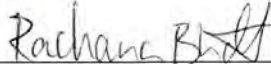

We wish to formally express our gratitude for your service as dean of the Andrew Young School and our sadness over the events that ended your time as dean prematurely. We had high hopes for your tenure as dean and continue to believe that you would have delivered on these hopes. We thank you for putting the good of the school first and are sensitive to the fact that doing what you thought was best for our school came at great private cost to you. We know that you are committed to doing your best to maintain and enhance the reputation and productivity of the Andrew Young School.

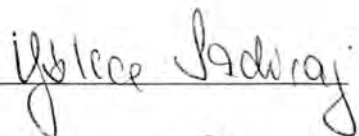
Although we are sorry that you are no longer our dean, you remain an important part of the school. We look forward to your long tenure here and continued collaborations with you.

Warm regards,

Bruce Kaufman  

Bary Hirsch  

Laura Wheeler  

Gordon Neely  

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Atlanta Business Chronicle - March 15, 2010  
[/atlanta/stories/2010/03/15/story5.htm](http://atlanta.bizjournals.com/atlanta/stories/2010/03/15/story5.htm)



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."

*Reach Trubey at [strubey@bizjournals.com](mailto:strubey@bizjournals.com). Reach Saporta at [maria@saporta.biz](mailto:maria@saporta.biz).*

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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

**Updated:** Wednesday, March 17, 2010 08:03

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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Comments on **Deanship 2.0**  
There are no comments



## SUMMARY OF EVENTS

### Day 1, Thursday [February 25, 2010]

According to the GSU President, in a morning conference call, the University System Chancellor told all state university presidents to submit by noon on Day 3 [Saturday] their list of budget cuts to meet legislative demands for a budget reduction of \$300 million, with an admonition to only include what that President was willing to do. The GSU cut share was \$34 million.

The GSU President called a special meeting of his financial advisory committee for that afternoon to discuss options. That committee included representatives of the deans, faculty senate, and staff senate, and the student president. [Several long-serving senate members were against creation of the Andrew Young School of Policy Studies (AYS) and critical of key points in its growth.] I sat in the audience as an observer, not a member.

The first items cited by the GSU President were to eliminate state funding for the Fiscal Research Center and the Georgia Health Policy Center, two of the most successful units within the Andrew Young School of Policy Studies (AYS) in raising external money. He added that other university research centers might be cut as well, or the deans left to decide which would survive out of a reduced college budget. That funding threat had been voiced before I became dean so I thought I could talk him out of it or mitigate it, if necessary.

Around the middle of his list was consolidation of academic units. The only unit cited was the Andrew Young School and the loss of its dean level services. There was no discussion of the elimination or merger of any other departments on campus.

Eliminating the dean-level services would leave two departments and no use for the Andrew Young nameplate. I was stunned and took it as a public firing because a structural reorganization had never been mentioned to me before this open meeting. [The President had only hired the Provost and me, all other academic leaders held their positions before he arrived.]

When the President and Provost finally asked for comments from those of us non-members who were sitting away from the committee table, I pointed out that they were targeting programs that were not only number one in this city but top-ranked nationally only to keep programs that could never achieve top-ranking even in this city, much less the state or nation. There was a pregnant pause but no response.

After the meeting adjourned, I approached the President who told me he thought the business school would be the best location and that this move had been "on the table" before. Again, this was news to me.

I asked for a follow-up meeting and the Provost agreed to meet with me the next morning.

## **Day 2, Friday**

I prepared a memo defending the AYS. I went over it with the Provost. I stated that I took the President's statements to eliminate the AYS dean as a public firing. She was attentive and responsive to my points. I said if they were dissatisfied with me as Dean, they should get another person, but she said they were very satisfied with my work. I asked that the President's submission to the Chancellor not specifically mention the Andrew Young School by name. She said I should meet with the President.

We then went separately to a specially called deans meeting that was about to start down the hall at noon.

In that dean's meeting, the President listed the AYS reorganization item near the very end of his list, giving me fleeting hope that he had rethought his previously announced plan. I did not see that meeting as the time to rebut the plan.

When that meeting concluded, the President (with Provost) agreed to meet with me. She had shared my memo with the President before he joined the dean's meeting.

The President opened by dismissing my memo as too long. He asserted that moving the Andrew Young School "on face value" was a "no-brainer." He said that 'schools' are part of 'colleges.' He said this time that the nameplate, the Andrew Young School of Policy Studies, would remain but its head (not a dean) would report to another college's dean.

I spent the next 20 or so minutes trying to explain to him the serious implications of his plan. I pointed out that the AYS has two academic departments and if the school was moved to another college, say the business college, it would render those two AYS departmental chairs reporting to a school director who would be equal to the chairs of the other business-school departments instead of those two (former AYS) departments being equal in reporting to a college dean. The President said he expected to save about one million dollars by doing away with the AYS dean-level budget.

Again, I asked that the Saturday submission not cite the AYS by name and that they give me several years to accomplish the strategic initiatives for which I was just hired.

I also advised the President to meet with Ambassador Andrew Young quickly.

## **Day 3, Saturday**

In response to my email request to find out if the AYS was included in the President's cut list, the Provost responded "not by name."

## **Day 4, Sunday**

I met with a small group of advisory board members Sunday night (excluding Ambassador Andrew Young who was out of town). The founding AYS dean also attended. I distributed my memos from Day

2 and a supplemental memo that I had just prepared that addressed the apparent confusion on 'school' vs. 'college' nomenclature that had emerged as an issue.

The Sunday night plan was to alert key business, civic and governmental stakeholders, but not the media, about the risks facing the AYSPS. The primary item was to seek a meeting with the GSU President by Ambassador Andrew Young, his lawyer daughter, and the current and former chairs of the AYS advisory board who were both prominent businessmen.

[However, it turned out that the meeting idea was preempted by the President having called on Friday afternoon (Day 2) to the Ambassador's office and a noon Tuesday luncheon (Day 5) arranged. Although Andrew Young's daughter could not attend that day, the Ambassador did not want to act in an uncordial way by rescheduling the lunch.]

### **Day 5, Monday**

Monday, around noon, I briefed the AYS Dean's office staff (those directly targeted for job elimination), before meeting with the AYS Management Committee, and then I called a full faculty and staff meeting at noon. Afterwards, I responded to requests by allowing the distribution of my memos to the AYS faculty and staff.

The President called a late afternoon meeting of his financial advisory committee during which he distributed a summary compilation of what each university had submitted to the Chancellor. It was a spreadsheet with one row entry for GSU. During that meeting he made a comment grouping the AYS with two other dean-level entities as "two colleges and one school" - a pointed demotion of AYS as an equal academic unit.

Later, the full details of the President's submission became known. In the GSU spreadsheet of 15 rows, one was for "restructuring" with the targeted reduction of "up to 16 positions" - the exact number of Dean-level staff in the AYS. Thus, the AYS was not listed "by name" but, apparently, in fact.

That night I sent a memo to the President and Provost asking for confirmation that those 16 positions were in fact the AYS, asking for clarification on the importance of the 'college' vs. 'school' distinction especially given that the President's former position as provost of a university had three 'schools' with deans reporting to him (including the business 'school' which had never had 'college' in its title). Plus, he had earlier service as the dean of a public health 'school'. I also shared with them my supplemental memo on the 'college' vs. 'school' issue. I never received a reply to this email.

### **Day 6, Tuesday**

Mid-morning, I briefed the Ambassador (and the former chair of the advisory board who had attended the Day 4 meeting) on recent events as preparation for their luncheon with the President.

While I was hosting the President's luncheon table with legislators who were attending the Atlanta Mayor's State of the City address at the Commerce Club, the President (and chief lobbyist) was at

another business club (the 191 Club) meeting with Ambassador Young and the current and former chairs of the AYS advisory board who had both been involved with the AYS since its inception.

My information on the luncheon is from the AYS board members present so everything is second-hand: The President came to the luncheon very heated. He said the newspaper had my memos. He alleged I gave them to the media. He asked the two business leaders how they would react to an employee doing that. They told me they both said they did not think that I had gone to the media because that was not the Sunday night plan and that as businessmen, they would not do anything without knowing all the details. He said he could track emails to find out who contacted the media. They also said that based on experience the acquired entity loses its identity after an acquisition/reorganization.

During that meeting the President raised the 'school' vs. 'college' issue. He was reminded by the two business leaders that the AYS name was chosen for competitive reasons and it could just as well have been named a 'college'. The President is said to have been upset that he was rebuffed on the topic by a non-academic.

As to the future of the AYS, the President is said to have commented that no decision had been made, and that he would meet with the Ambassador and the current chair of the advisory board before he made a final decision.

At 3:00 p.m., the President called me into his office. [The university's chief legal officer left the President's office while I was waiting.] Upon entering his office, the President was angry and ugly in his comments. When he said the paper had my memos, I replied that I had not given them to the press, only to the Provost (and him) and then the AYS faculty and staff. I also said that my memos were in response to his public announcement on Day 1 that I took as a public firing; the memos were not addressed to him or the Provost; and, that they were not considered confidential since I had not been told by either of them to treat them confidentially. I resisted any inference that I had violated any order.

The President said for me to prepare my resignation letter, but to keep it confidential until they were ready to announce their interim plan. I never violated that request.

#### **Day 13, Tuesday [March 9, spring break week]**

The Provost called me in to her office at 9:00 AM. She asked for and received the letter of resignation requested by the President. [She had been away from campus since around Day 4, but she had talked to the President on Day 12 just before he left on a foreign trip]. She said I had acted professional, as a gentleman, and that she would serve as a reference.

In response to my strong request, the Provost met with the faculty and staff that afternoon. (I did not attend.) It turned out that they had made no interim plans. At the beginning, she tapped the Association Dean on the shoulder and said she assumed that he would be the Interim Dean. It was a surprise to him. According to those in that meeting, she also admitted that they had not thought

through what to do as everything was happening so fast (despite their having a week to work through the details).

## **Summary**

I resigned upon the request of the President. It was not my choice.

The President made a public announcement that his budget cut list would include restructuring the AYS. His comment that it had been “on the table” was news to his newly hired dean. [I would not have taken the job if he has given me any clue during the hiring process that he had entertained discussions on the matter or held such thoughts.] I took the President’s public statement that there would be no role for a dean of AYS in his scheme as a public firing (and neither the President nor the Provost refuted that characterization when I met with them on Day 2.)

My memos defending the school were prepared and written so that all stakeholders could clearly see that I had put on the table a convincing case for retention of the AYS as a dean-level ‘college’ unit. These materials were shared with, but not addressed to, the President/Provost and neither of them asked for the materials to be treated confidentially.

I assume my actions to stand up for the success story of the Andrew Young School of Policy Studies and its namesake, a true American civil rights hero and major contributor to the success of Atlanta, were not appreciated by the President given his request for my resignation on this issue.

I took the President's public announcement as a fundament threat to the Andrew Young School of Policy Studies as the world has come to know it and contrary to the charge that he had given me when I was hired.

After several weeks, the President backed down from his announced plan. My goal of preserving the School's independent college status was achieved.

## In Defense of the Andrew Young School of Policy Studies

### DESTROYING QUALITY

- President Becker said he wants this university to be a premier public research university and his first step is to destroy arguably the most successful quality academic enterprise on campus
- Quick success: created in 1996.
- 45 tenured/tenure-track faculty yet 260 FTE
- Two nationally ranked departments: Department of Economics, and Department of Public Management and Policy (PMAP).
- U.S. News ranks AYS 27<sup>th</sup> in the country out of the top 269 graduate public affairs/policy programs; 5<sup>th</sup> in Public Finance and Budgeting and 12, 13, 13, 18, and 33<sup>rd</sup> in five additional program areas
- By objective measures of top academic journal productivity, the economics faculty ranks 50<sup>th</sup> out of 169 Ph.D. granting departments and the top program in Georgia, in the SEC region (except Vanderbilt), and in the South between NC and TX (same exception). Ranked 8<sup>th</sup> in Urban, Rural and Regional Economics and 11<sup>th</sup> in Public Economics, and in the top 23 in four additional areas; in all cases #1 in Georgia.
- Ph.D. in Economics, ranked 8<sup>th</sup> in country in 2007 for producing the most Ph.D.s; ranked 23<sup>rd</sup> in 2008 (higher than other southern schools except UNC, UT-Austin, George Mason, Maryland.) Recent placement: Williams College.
- Ph.D. in Policy Analysis is a unique joint doctorate with Georgia Tech. Recent placement: Syracuse.
- The AYS record (and enhanced plan) in producing African-American Ph.D. graduates is at risk.

### REMOVING POSITIVE INCENTIVES

- Incentives matter, as President Becker noted at his strategic planning “townhall” meeting on February 23, 2010.
- The AYS return on investment is unmatched on this campus.
- AYS is the only college to generate money for its own building.
- From FY98-FY09, compared to all Georgia State colleges, with only 5.60% of all tenure-track faculty, the AYS generated 16.62% of all indirect cost recoveries, 21.76% of all sponsored awards and held 11.85% of endowment pool (as of 12/31/08).
- The AYS is an efficient and entrepreneurial enterprise such that it contributed a disproportionate amount to help the university purchase a building this academic year and now is poised to lose that capital; so much for positive incentives being recognized.
- It is a fallacy to assume the success of the academic programs of the Andrew Young School of Policy Studies can continue along the same path by making them mere departments within another school (such as Business) and subject to a different set of incentives and priorities.
- The proposed action sends a set of contrary messages: destroy quality, reward mediocre, reject the drive for external money generation, stay in your office, live off the public budget.

## DESTROYING RESEARCH CENTERS IMPACTS STUDENTS AND COMMUNITY

- AYS research centers include: Fiscal Research; Domestic Policy; International Studies Program; Experimental Economics; Georgia Health Policy Center; Public Productivity and Management Group, and Nonprofit Studies Program.
- Research centers are part of the incentive package for faculty hires so unraveling all these interconnections will impact the retention of very successful scholar-entrepreneurs.
- These research centers are not appendages but rather integral parts of a successful academic enterprise that rewards the generation of external funds and research excellence that informs policy.
- The academic success of the two academic units that comprise the AYS is directly due to the synergies and scholar-entrepreneurship of its research centers and those rankings will surely die without the resources generated by these research centers.
- It seems penny wise and pound foolish to sever the strong ties to the State Legislature by destroying the Fiscal Research Center (FRC) and the Georgia Health Policy Center (GHPC), the two most noticeable activities on this campus among state lawmakers (according to Tom Lewis).
- The university needs to inform the legislature that by eliminating state funding for the FRC it will remove the incentive for any faculty to work on applied fiscal policy papers.
- It is highly unlikely that one can just move externally-funded projects in the Georgia Health Policy Center to another unit (such as HHS or RCB) under different leadership and assume the funding stream will continue unaffected after the long-standing funding relationship is broken.
- Historic connections with international agencies like the World Bank and USAID will suffer with the elimination of separate school status.
- Graduate research assistants are directly hired by these research centers so losing these avenues will lead to a reduction in graduate enrollment.
- The AYS devotes 82 percent more money into graduate student assistance than the state budget provides due mostly to the external resources generated by the AYS research centers, thus this funding for graduate students would evaporate.

## ACHIEVING WHAT SAVINGS?

- Two top-quality academic departments comprise most of the AYS annual budget.
- By long-standing policy, the AYS Dean's Office budget contains the departmental unfilled positions (openings revert to the Dean's office for strategic allocation), so if the AYS structure is unwound these positions should be returned to the respective department to avoid penalizing them for having followed a cooperative approach to building a top policy school.
- Dean's Office budget contains funding for several multi-year agreed-upon retention packages for faculty, as approved by the university.
- Dean's Office budget funds supplement the pool of money for graduate research assistants.
- Dean's Office budget contains funding for staff tasked with helping grow program enrollment in PMAP and Nonprofit Studies.

- Academic services provides enhanced student advising for over 15,000 credit hours and nine basic undergraduate and graduate degree programs.
- If the departments of the AYS are moved to another college, that new home will need to increase Fund Code 10 hiring to support department related sponsored activities and additional academic assistants.
- Foundation money donated for the Andrew Young School purposes should be returned to the original donors, including money from Coca-Cola, Woodruff Foundation, and events honoring Ambassador Young.
- It is unclear what the net savings are for such a drastic decision.

#### STRATEGIC MISDIRECTION

- To say that this proposed action has been “on the table” is inconsistent with never informing the AYS Dean hired just last year to lead the school in its next growth period.
- Where did this idea originate, who has been in on this discussion, and what does this say about being consistent in message?
- It is an odd strategy to destroy a successful academic school ranked among the very best in its field nationally and in Georgia, while publically discussing creation of two new schools (Nursing and Public Health) with no probability of Public Health ever being number one even in this city (due to Emory’s world renown program).
- AYS is poised to move to the very top of the nation’s policy school in certain areas (e.g., the CFO School for governments and nonprofits).
- Strategic location of a Census Research Data Center in Atlanta will be materially impacted because the AYS is the centerpiece of this major research opportunity.
- Abandoning policy at a time of heightened policy issues at the local, regional, state, national and international levels sends a message that Georgia State no longer wants to be engaged in the issues of the day.
- This proposed plan falls into the hands of those who want to move Georgia State out of the research university tier by confirming that Georgia State is not committed to excellence in research and that internal politics (and jealousy) will trump quality when the going gets tough.

#### CONSIDERING ALTERNATIVES

- Why so quick to put the AYS on the chopping block (it is odd that the AYS was the only unit specifically named by the President in his financial advisory board meeting on February 25)?
- Why not remove research expectations of core curriculum departments that have no chance of ever being number one in Atlanta, much less elsewhere (i.e., higher teaching loads)?
- Why not eliminate programs and departments that are not servicing the core curriculum and that have no probability of being number one in Atlanta, much less elsewhere?
- Why not eliminate centers in other colleges that have not raised external money (especially in excess of state funding)?

- Why even consider the creation of new colleges (such as Public Health) where their track record thus far does not provide strong indication of success equaling even the AYS. (The past “area of focus” cluster funding does not appear to have generated external dollars consistent with state funding investments or close to matching the AYS return on investment record.)

#### EXTINGUISHING THE LIGHT

- In 1999, the Andrew Young School of Policy Studies was named after an African-American hero with star-quality recognition in this city, state, national and world.
- Public humiliation to one of Atlanta’s key leaders by stripping Andrew Young’s name and portrait from a prominent location at Georgia State.
- Alienating the community that believes in the positive legacy of Andrew Young.
- No other top-ranked policy school is named after an African-American.
- Georgia State is number three in the country in the yearly education of African-Americans.
- The AYS has an international network that started out by beating Harvard’s best efforts and continues to flourish with work in over 30 developing countries, with many of their finance officials and fiscal experts receiving AYS training – extending ambassadors of the university and state around the globe.
- Atlanta thrives on its international connections (Airport, Delta, Coca-Cola, UPS, etc.)
- By the proposed action to destroy the Andrew Young School, a university with global ambitions would be signaling to the world that it disavows our civil rights hero and a world-wide legacy of excellence.

## IN DEFENSE OF THE ANDREW YOUNG SCHOOL OF POLICY STUDIES (Supplement)

### DEMOTING ACADEMIC POSITION

- University structure has the basic academic unit (“department”) headed by a “chair” who reports to a “dean” of the highest academic unit (“college”) who in turn reports directly to the university’s chief academic officer (“Provost”).
- The Andrew Young School has always had a Dean who reports to the Provost, and who is equivalent to the Deans of Business, Law, Health, Education, Library, and Arts & Science.
- The Dean of the AYS is responsible for academic, financial and operational activities.
- The AYS has always had two academic departments (Economics, and Public Management and Policy), each with its own “chair” who are equal in position within the university to other departmental chairs. These departments predated the creation of the AYS.
- The terms “school” and “college” are used interchangeably on campuses with examples such as a B-School, the Kennedy School, a School of Public Health, and the Andrew Young School all representing the highest academic unit within their university. [Also, there are schools that are housed within colleges, such as a School of Accountancy, that functions as a department].
- At the February 25 meeting of the President’s financial advisory committee, the budget cut options included having the Andrew Young School, absent a dean, merged or consolidated into another college (most likely the business school) implying that the two AYS departments would be on their own in the business school since there was no mention of dissolving departments.
- On February 26 the President said that “on face value” it was “a no-brainer” that the AYSPS could be moved, without a dean’s office and related dean-level support, to another college under that host dean.

### CHANGING STRUCTURE IMPACTS RESULTS

- The naming of the School of Policy Studies after Andrew Young was presented as a separate college headed by a dean.
- The configuration of activities that has produced the successful enterprise known as the AYS is a product of the flexibility and responsibility of a college dean reporting directly to the Provost.
- The mission and vision of the AYS would be subservient to the business school’s priorities.
- The financial and operational control of the AYS would be lost, as would fund-raising options.
- The business school would gain control over public management after it publically opposed that area and it would reacquire economics after willingly giving it up when the AYS was created.
- The financial success of the AYS in servicing public and nonprofit interests would be subject to redirection into activities that advance for-profit business education.
- Successful faculty incentives and the mission of informing policy that comprise the AYS culture would yield to the dominant incentive structure inside the host school.
- The external resource success of the AYS is a direct result of its incentive system and culture which must be different given that no other college on campus has replicated its success.