



**Summary of the
COE Reorganization Proposal for Departments**
For Presentation to University Senate
May 1, 2006

Proposal for Two Departments in the College of Education:

- Since the initiation of the COE as a separate unit and arrival of the Dean at SUNY Fredonia in July 2004, the COE has attempted to build an administrative infrastructure that is functional, efficient, and flexible.
- Remember, prior to the conversion to a College, Education was a School within the College of NSS. With the initial NCATE accreditation visit in Fall 2003, there was a concern for an ambiguity in the line of authority related to teacher education on campus. Therefore the College of Education was created.
- As context, the COE implemented an administrative structure that consisted of a Dean, Associate Dean, and a set of program coordinators for each initial and graduate teacher education program.
 - Attempted to have a distributed leadership model in which program coordinators would provide academic leadership from a program perspective
 - The role of "Program Coordinator" in the COE is a hybrid between the traditional role of program coordinator and department chair
 - We have found that this alternative administrative structure does not articulate well with the rest of the campus
- With the increased demands from ongoing external accountability (e.g., NCATE assessment system implementation, Title II reporting), there is an increased need for administrative support.
 - The current administrative structure is not sufficient to sustain the day-to-day operations of the COE-PEU
 - This increased administrative responsibility for faculty to collect and aggregate candidate performance data from their courses to be used to inform program and unit decision making has put a tremendous strain on faculty workload
 - Case in point, the initiation and implementation of our PEU Assessment System for ongoing program evaluation and improvement (required to maintain our NCATE accreditation) demands continual candidate and program data collection and analyses across all of our constituent teacher education programs across campus
 - The orchestration of opportunities for group critical reflection to inform decision-making about our programs takes additional human resources and additional time to manage.
 - The program coordinators are busy teaching, advising, and orchestrating issues directly related to their program areas.
 - The Associate Dean and Dean spends a significant amount of time managing the curriculum, schedule development, and managing general student advisement issues (e.g., grade disputes, transfer credit approval, change-of-major approval).
- Above and beyond these departmental level "overflow" issues, the Associate Dean is responsible for facilitating COE-PEU curriculum revision, articulation agreements and approval of transfer credit, facilitating the implementation of the PEU assessment system, working with the various adolescence education coordinators across campus, and managing the EDMS (electronic data management system)-- just to name a few responsibilities.

- The Dean is responsible for oversight of the entire operations of the College of Education as well as articulation with the rest of the university infrastructure and community at large. Some of these areas include all personnel issues, budget management, supervision of academic support areas, oversight of administrative support staff, oversight of the educational related grants, building and maintaining community partnerships, and active recruitment of external funding for various initiatives within the COE.
- After almost two years of building the organizational capacity of the COE, it is apparent that the current administrative structure is not sufficient to operate in an effective, efficient manner.
- Also, in the current structure, tenure track faculty in the College of Education have one less level of appeal in all personnel matters related to reappointment, tenure, and promotion issues, as well as issues related to discretionary merit initiatives. Personnel recommendations go directly from COE committee-level to the Dean without the benefit of a department chair's recommendation. This creates a differential level of vulnerability for faculty in the COE.
- Instituting two departments in the College of Education would add the needed administrative support for faculty and program support. Department chairs would also enhance our ability to articulate in a parallel fashion to the other academic units on campus.
- Therefore I am requesting the creation and implementation of two departments beginning Fall 2006.
- **Respective department chairs for each of the departments**
 - the Department of Curriculum and Instruction (C&I) AND
 - the Department of Language, Learning, and Leadership (LLL)

To summarize, the overall organizational structure of the College of Education would be as follows. The Dean would oversee the entire operations of the COE-PEU; the Associate Dean would act as ombudsman for all issues and questions related to assessment system implementation and curriculum revision through the PEU as well as unique issues related to the adolescence programs; and the two department chairs would be responsible for the management of the academic programming, teacher candidates, and faculty related to the assigned programs within their departments. The department chairs, Associate Dean, and Educational Grants personnel would report directly to the Dean. A detailed description of assigned duties for Department Chairs, Program Coordinators, Dean, and Associate Dean appear at the end of the document.

Cost Considerations:

The proposal is "cost neutral" with the exception of the \$5000 stipends for each of the two chairs.

The respective department chairs for each of the departments would receive half time release from teaching duties each semester and receive an annual \$5000 stipends for administrative services rendered. This compensation is based on the established criteria of the Compensation Model for Chairs and Program Coordinators adopted at SUNY Fredonia in March 2005.

PROPOSED COE DEPARTMENTAL STRUCTURE

**DEPARTMENT OF CURRICULUM & INSTRUCTION
DEPARTMENT CHAIR**

<ul style="list-style-type: none"> • Childhood Education Program (Program Coordinator) • Early Childhood Education Program (Program Coordinator) • Curriculum & Instruction Program (M.S. Ed.) (Program Coordinator) 	<p>FACULTY</p> <ul style="list-style-type: none"> -Mira Berkley -Dan Dobey -Ana Maria Klein -Kathleen Lesniak -Kathleen Magiera -Larry Maheady -Jill Marshall -Jamar Pickreign -Cynthia Smith -New C&I Faculty
--	---

**DEPARTMENT OF LANGUAGE, LEARNING, AND LEADERSHIP
DEPARTMENT CHAIR**

<ul style="list-style-type: none"> • Literacy Programs [undergrad Literacy core, Birth-6 & 5-12(M.S. Ed.) (Program Coordinator) • TESOL (M.S. Ed., Adv. Cert) (Program Coordinator) • Educational Leadership Program: -School Building Leadership (Program Coordinator) • Educational Foundations Courses (including management of the graduate Research sequence and the EDU 300 series) 	<p>FACULTY</p> <ul style="list-style-type: none"> -Clara Beier -Cindy Bird -Greg Harper -Kathleen Gradel -John Liontas -Barb Mallette -Kate Mahoney - Jennifer Moon Ro -Janeil Rey -Rhea Simmons -Chuck Stoddart -Anna Thibodeau
--	---

COE-PEU Programs	Student Credit Hours Fall 2005	Majors Fall 2005	Graduates for 2004-2005
Early Childhood - UG	5,603	122	22
Childhood - UG	22,263	540	144
Curriculum & Instruction - G	1,329	78	29
TOTAL for Dept of C&I	29,195	740	195
Literacy – G - UG Core	1,254	64	22
TESOL - G	393	24	17
School Leadership - G	264	20	2
TOTAL for Dept of LLL	4,020	108	41

COLLEGE OF EDUCATION
Description of Administrative Roles and Responsibilities

Department Chairs

- Provide leadership, vision, and oversight of curriculum development initiatives of the programs within the department
- Provide leadership and oversee the implementation of the departmental and candidate assessment system
- Act as Transfer Articulation point person for department
- Manage the departmental adjunct and operating budget
- Coordinate and collaborate effectively with other COE administrators and academic support personnel as well as all university personnel involved in teacher education
- Oversee the work of the program coordinators in the department
- Oversee the development of departmental schedule (Fall, J-term, Spring, Summer)
- Oversee the assignment of COE Graduate Assistants to department faculty and tasks
- Oversee the assignment of COE work study students in the department to tasks
- Hire and oversee adjunct faculty in the department (including the regular evaluation of all adjuncts)
- Approve applications for Change of Major, Change of Grade, Declaration of Concentration, etc. for Department
- Oversee the recruitment and retention of faculty in the department
- Oversee departmental personnel issues, including faculty and staff searches:
 - Reappointment, tenure, and promotion processes
 - Discretionary salary increase processes, adjunct faculty hiring and evaluation, staff evaluation
- Supervise department clerical staff
- Manage Catalog development/revision for the department

Program Coordinators

- Initiate appropriate curriculum review and development as is appropriate
- Implement program level assessment for program improvement and candidate monitoring
- Implement the ongoing implementation of SPA assessment system and submission of SPA report
- Coordinate student advisement across program faculty
- Collaborate with other PEU program coordinators

Associate Dean Responsibilities:

- Communicate and collaborate effectively with the Dean and other relevant constituents on COE & PEU business
- Serve as Assessment/NCATE Coordinator for the PEU
- Provide leadership and manage day-to-day operations of the PEU assessment system, including the EDMS
- Serve as chair of the Unit Assessment Committee and facilitator of the COE-PEU (teacher education) Program Coordinators' work related to the PEU Assessment system
- Collaborate with COE academic support personnel
 1. Coordinator of Student Advisement
 2. Student Ombudsman for COE Candidates
 3. Coordinator of Office for Student Services
 4. Coordinator of Early Field Experiences
 5. Director of the Office of Field Experience
- Serve as the SUNY Teacher Education Transfer Template (TETT) point person for Education
- Coordinate Curriculum revision/development for COE through the university process (i.e., Academic Affairs and Grad Council)
- Serve as the point person on all questions related to submission of curriculum revision related to teacher education certification through the external process
- Coordinate Catalog development/revision for the COE
- Conduct any additional responsibilities and duties as identified by the Dean

Dean's Responsibilities:

Provide leadership in all areas of operation related to the College of Education including:

- Offer final recommendations on all personnel issues related to faculty and staff in the College of Education including
 - Appointments and evaluations for reappointments for department chairs
 - Hiring of faculty and staff
 - Retention, promotion, and tenure of faculty
 - Annual evaluation of academic support and clerical staff
 - Discretionary salary increases
 - Sabbatical leave requests
- Oversee all teacher education certification issues on campus as the Chief Certification Officer
- Oversee COE academic support personnel
 - Coordinator of Student Advisement
 - Student Ombudsman for COE Candidates
 - Coordinator of Office for Student Services
 - Coordinator of Early Field Experiences
 - Director of the Office of Field Experience
- Collaborate and coordinate with department chairs, program coordinators, academic support personnel, and other relevant teacher education stakeholders on campus related to teacher education curriculum and assessment
- Oversee the design and implementation of the teacher education assessment system on campus
- Oversee the preparation and management of all data collection, analysis, and dissemination related to teacher education on campus (e.g., Title II Report, submission of certification applications and candidate demographic information to NY State Department of Education)
- Manage the COE budget related to all undergraduate and graduate COE academic programs as well as Ed Grants
- Collaborate with central Administration, other academic deans, and academic support staff to coordinate teacher education programs with the academic departments in the Colleges of Arts & Humanities and Natural and Social Sciences
- Manage the operations of Education Grants
- Oversee advisement and advocacy of undergraduate and graduate credential candidates across all teacher education programs
- Serve as the public liaison to school-community partnerships and educationally related Initiatives
- Oversee curriculum development and revision of all teacher education programs (undergraduate and graduate) on campus
- Provide the final approval before the submission of COE Schedule (Fall, J-term, Spring, Summer) to ensure appropriate enrollment management parameters have been maintained
- Oversee final submission of all teacher education curriculum changes to SUNY Central and NY State Department of Education
- Advocate for adequate resources for the implementation of all teacher education programs affiliated with the COE
- Interpret student credential and degree completion questions, make appropriate determinations, and disseminate appropriate materials
- Attend SUNY Deans and Directors meetings
- Provide leadership in designing and implementing fundraising for the College of Education
- Initiate and participate in various p-12 school/community partnerships