

Budget Initiative Proposal

School of Psychology and Leadership Studies

It should not be a surprise to anyone here that there is a lot of unhappiness on our campus about the cost and quality of our School of Leadership Studies. Below is a proposal that can both reduce the cost and increase the stature of Leadership Studies both on our campus and in the academic community in general. Furthermore, this proposal provides a way to quickly establish an undergraduate major and a graduate program for students interested in leadership studies. Given the current climate, it is safe to say that neither a major nor a graduate program in Leadership Studies will be approved by the Faculty Senate without substantial changes in the School of Leadership Studies.

My proposal is to bring the School of Leadership Studies into the College of Arts and Sciences and merge it with the Department of Psychology to create a School of Psychology and Leadership Studies. Arts and Sciences is the proper home for Leadership Studies as an academic discipline. The scientific study of leadership began in the early years of the 20th Century in Psychology and Sociology and later in Political Science. Throughout the 20th Century and today, Industrial/ Organizational Psychologists and Social Psychologists have been and continue to be major contributors to research on leadership.

Two of the four areas in our Department of Psychology are Industrial/Organizational Psychology and Social/Personality Psychology. We teach courses at both the undergraduate and graduate levels that include the study of leadership. For many years we have had a close relationship with the Army Research Institute (ARI) and the Center for Army Leadership (CAL) at Fort Leavenworth. A number of our current graduate students have fellowships at one of the other of these units. A senior administrator at CAL received her Ph.D. from our Department of Psychology, and the Director of ARI at Fort Leavenworth is an adjunct faculty member in our Department of Psychology and teaches GRAD 801, Foundations of Leadership. Research on leadership is a major focus of ARI and CAL at Fort Leavenworth. If the School of Leadership Studies were merged with the Department of Psychology we would be able to recruit and retain faculty interested in teaching and research on leadership. The School of Leadership Studies lost a faculty member last year because she was unhappy with the direction she saw the School of Leadership Studies taking. She had a fellowship at ARI while she was a graduate student.

In addition to the Minor in Leadership Studies, we could quickly offer undergraduate students a Major in Psychology with a concentration in Leadership Studies and graduate students interested in Leadership Studies a Ph.D. in Industrial/Organizational Psychology where they can pursue research on leadership as some of our current graduate students do. Both would be easy to integrate into our existing undergraduate and graduate curriculums in the Department of Psychology. The Department of Psychology also has a Graduate Teaching Apprentice Program to train graduate students for teaching positions. These students can also gain experience teaching Leadership Studies classes.

With respect to the budget, the School of Leadership Studies has **six** administrators listed on their

budget: Director, Executive Director, Project Director, Assistant Vice President, Associate Director, and Assistant Director with a combined salary of \$377,017 and **seven** faculty with a combined salary of \$434,801. This includes an associate professor, five assistant professors, and one instructor. Vacant lines and Jon Wefald's salary are not included in these figures. They also have **four** support staff people, three of whom are unclassified, with a total salary of \$180,294. The total salary pool for filled positions in the School of Leadership Studies is \$992,112. Their OOE budget from General Use funds is \$78,740 for FY10, which is an increase of \$1,939 from FY09.

In contrast, the Department of Psychology has a single administrator (department head) who teaches 5 credit hours in the fall and 3 in the spring and 14 full-time faculty. The total salary pool for all **15** faculty is \$1,066,370. In addition we have a one half-time advisor (unclassified) and two classified office staff with a combined salary of \$73,989. The total salary pool for filled positions in the Department of Psychology is \$1,140,359. Our OOE budget from General Use funds is \$1 for FY10 because we gave back \$45,134 from our FY09 allocation to cover the FY10 budget reduction.

With respect to enrollments, the faculty in the School of Leadership Studies taught classes with a total enrollment of 587 students in Spring 2009 and are teaching 1329 students in the Fall 2009 for a total enrollment 1916 in their 2 and 3 credit classes in 2009. The faculty and graduate students in the Department of Psychology taught classes with a total enrollment of 1439 students in Spring 2009 and 2117 students in Fall 2009 for a total enrollment of 3456 in 2009. With the exception of two 1-credit courses and a 5-credit course, all of other classes in Psychology are 3 credit hour. In addition to STAT 325, psychology majors are required to take 30 credit hours in Psychology. Students in the Leadership Studies Minor take 9 hours of the required 18 credit hours in courses offered in Leadership Studies and 9 hours of electives in other departments, including Psychology. All of the faculty in the Department of Psychology have a PhD and are actively engaged in research. That is not true for the faculty in the School of Leadership Studies.

By every measure, the Department of Psychology is more efficient when it comes to utilizing resources. The above comparisons indicate that the concerns on our campus about cost of the School of Leadership Studies are well-founded. We can enhance both the Department of Psychology and the School of Leadership Studies and achieve significant cost savings by merging the two in the College of Arts and Sciences using the standards set by the Department of Psychology.