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To: Robin Morgan, Provost  
John Pelesko, Dean, College of Arts and Sciences

From: Faculty and Director of the Biden School of Public Policy and Administration

Date: October 4, 2019

**Subject: Recommendation on the Biden School**

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The faculty of the Biden School, with the support of the Director, recommend that the Joseph R. Biden, Jr. School of Public Policy and Administration become a free-standing professional school led by a dean, effective July 1, 2020. This recommendation is supported by a faculty vote of 34 approved and 1 abstention to adopt the attached resolution.

We appreciate the support we have received from the College of Arts and Sciences. However, most of the leading public affairs programs in the nation are free-standing professional schools led by a dean who reports to a provost. These include our aspirational peers: the Ford School at the University of Michigan, the O'Neill School of Public and Environmental Affairs at Indiana University, and the Evans School at the University of Washington (see attached list).

The recommended change will greatly strengthen the Biden School, placing it at a university level comparable to the leading public affairs schools in the nation and enabling it to become one of the University's pillars of excellence and rise to the top rank of the nation's schools of public affairs. As a free-standing professional school, the Biden School will operate across the university, connecting faculty, professionals, and students from all colleges to collaborate on scholarly solutions to the challenges facing local, national, and international communities.

As a free-standing professional school, the Biden School will gain greater recognition as a comprehensive school of public affairs that offers outstanding undergraduate and graduate programs of professional education, conducts interdisciplinary and policy-oriented scholarship on critical challenges of our times, and carries out public and community service to improve the quality of life in Delaware, across the nation, and around the world.

The recommended change will better support our faculty, professionals, staff and students to focus on providing research-driven, solutions to the world's most challenging policy issues: improving education, community health, and environmental quality; encouraging economic innovation and prosperity; revitalizing America's middle class; promoting equity, social justice, and cultural understanding; enhancing civic engagement on campus and in the communities we

serve, and strengthening services from all sectors to support a better and more secure quality of life.

Attachments:

- Resolution
- List of Free-Standing Schools of Public Affairs
- Questions and Answers about the restructuring

**Resolution for Biden School Faculty Action: Draft 9/30/2019**

**Whereas**, the Joseph R. Biden, Jr. School of Public Policy and Administration is a comprehensive school of public affairs;

**Whereas**, the priorities and operational requirements for a successful professional school are different from those of the non-professional programs in the College of Arts and Sciences;

**Whereas**, the designation as a free-standing school will enable the Biden School to operate with policies and practices appropriate to a professional school of public affairs, beneficial to its faculty, staff and students, and supportive of its distinctive mission and responsibilities;

**Whereas**, the Biden School increasingly operates on a university-wide scale, collaborating with many colleges, and designation as a free-standing professional school will encourage the growth of those university-wide collaborative programs;

**Whereas**, an independent status for the Biden School would enhance its unique role in the University of Delaware's strategic vision in strengthening interdisciplinary programs;

**Whereas**, the leading comprehensive schools of public affairs are free-standing professional schools led by a dean, including the Biden School's aspirational peers: the Ford School at the University of Michigan, the O'Neill School of Public and Environmental Affairs at Indiana University, and the Evans School at the University of Washington;

**Whereas**, the designation as a free-standing school will enhance the Biden School's identity and recognition as a professional school;

**Resolved** that, effective July 1, 2020, the Biden School of Public Policy and Administration will be a free-standing professional school led by a dean; and,

**Resolved** that the Biden School will include the following academic programs:

- B.A. in Public Policy (and Honors), B.S. in Organizational and Community Leadership (and Honors), and B.S. in Energy and Environmental Policy (and Honors);
- Undergraduate Minors in Public Policy, Organizational and Community Leadership, Energy and Environmental Policy, and Public Health (offered jointly with the College of Health Sciences);
- M.A. in Urban Affairs and Public Policy, Master of Public Administration, Master of Energy and Environmental Policy, Master of Public Policy, Master of Public Health (offered jointly with the College of Health Sciences), M.S. in Disaster Science and Management, Graduate certificates in historic preservation and nonprofit management; and, accelerated degree options associated with the M.A. in Urban Affairs and Public Policy, Master of Public Administration, and Master of Public Policy;
- Ph.D. in Urban Affairs and Public Policy, Ph.D. Disaster Science and Management, Ph.D. in Energy and Environmental Policy, and the Ph.D. in Engineering and Public Policy (offered jointly with the College of Engineering), and,

**Resolved** that the Biden School will include the following centers and institutes:

- Center for Applied Demography and Survey Research, Center for Community Research and Service, Center for Historic Architecture and Design, Institute for Public Administration (including the Water Resources Center); Biden Institute, and the Center for Energy and Environmental Policy.

## Top 20 Professional Schools and Colleges of Public Affairs

University	Name	Organizational Structure
Indiana University	O'Neill School of Public and Environmental Affairs	Free Standing w/ Dean
University of Southern California	Sol Price School of Public Policy	Free Standing w/ Dean
Harvard University	Harvard Kennedy School	Free Standing w/ Dean
University of Michigan	Gerald R. Ford School of Public Policy	Free Standing w/ Dean
University of California Berkeley	Richard and Rhoda Goldman School of Public Policy	Free Standing w/ Dean
University of Georgia	School of Public & International Affairs	Free Standing w/ Dean
University of Washington	Evans School of Public Policy & Governance	Free Standing w/ Dean
Arizona State University	Watts College of Public Service and Community Solutions	Free Standing w/ Dean
New York University	Robert F. Wagner Graduate School of Public Service	Free Standing w/ Dean
Princeton University	Woodrow Wilson School of Public and International Affairs	Free Standing w/ Dean
Syracuse University	Maxwell School of Citizenship and Public Affairs	Free Standing w/ Dean
University of Minnesota	Hubert H. Humphrey School of Public Affairs	Free Standing w/ Dean
University of Texas-Austin	Lyndon B. Johnson School of Public Affairs	Free Standing w/ Dean
Carnegie Mellon	Heinz College of Information Systems and Public Policy	Free Standing w/ Dean
University of California, Los Angeles	Luskin School of Public Affairs	Free Standing w/ Dean

Ohio State University	John Glenn College of Public Affairs	Free Standing w/ Dean
University of Chicago	Harris School of Public Policy	Free Standing w/ Dean
George Washington University	Trachtenberg School of Public Policy and Public Administration	Housed in College w/ Director
University of Kansas	School of Public Affairs and Administration	Housed in College w/ Director
American University	School of Public Affairs	Free Standing w/ Dean

## Questions and Answers about the Biden School Restructuring

**1. What will be achieved by approval of the proposed restructuring?**

Approval of the proposed restructuring will establish the Biden School as a free-standing professional school led by a dean who reports to the provost. The change will be in the organizational status and identity of the Biden School. The Biden School will have greater autonomy, a higher level of self-determination on policies and practices, and a wider range of institutional responsibilities, comparable to that of a college.

**2. Will the Biden School's mission and priorities change?**

The mission and priorities will not change, but the Biden School will be able to more effectively focus on its mission and priorities.

The mission statement is:

*Named for the former Vice President, the Joseph R. Biden, Jr. School of Public Policy and Administration at the University of Delaware prepares students with the knowledge and skills necessary to engage in research and public service activities to improve the quality of life in communities around the world. Our faculty, staff, students, and alumni create and use interdisciplinary, nonpartisan research and empirically-based analysis to inform effective decision-making and policy and to improve leadership and administration. We partner with organizations from all sectors to discover innovative and equitable solutions to the critical challenges of our time.*

**3. Is a free-standing professional school the typical model for public affairs programs?**

The major public affairs schools across the nation are free-standing professional schools led by a dean who reports to the university provost. These include the Biden School's peers and aspirational peer institutions, such as the Ford School at the University of Michigan, the School of Public and Environmental Affairs at Indiana University, and the Evans School at the University of Washington. A list of the top-ranked public affairs programs is attached.

**4. If approved, when will the change be effective?**

The University operates on a fiscal year that begins July 1<sup>st</sup>. That is the most practical start date for changing budgets. If the restructuring is approved, the target date for the Biden School to be fiscally autonomous would be July 1, 2020.

**5. Will the administrative leadership of the Biden School change?**

Yes, a search for a new leader of the Biden School will be initiated this academic year.

**6. Will the new leader of the Biden School remain a Director?**

No. As a free-standing professional school, the Biden School will be led by a Dean who will report to the Provost. This will remove a layer of administrative authority between the current Director of the Biden School and the Provost.

**7. When will the search for the first Dean of the Biden School be undertaken?**

Provost Morgan has committed to launching the search for the founding Dean of the Biden School pending the positive recommendation of the University Faculty Senate.

**8. Will all current Biden School programs and centers remain with the Biden School?**

Yes. The proposed change is in the organizational status of the Biden School not the composition of its programs and centers. All degree programs and centers now in the Biden School are listed in the resolution.

**9. Will all faculty, professionals and staff remain with the Biden School?**

All faculty, professionals and staff will remain with the Biden School. The proposed change is in the administrative and organizational status of the Biden School, not in the composition of its people or programs.

**10. Will existing faculty appointments change?**

All faculty appointments will continue under their existing terms. These include tenure-track and continuing track appointments, joint appointments and secondary appointments. If the resolution is approved, the administration of those appointments will remain with the Biden School subject to university level review and approval and there will no longer be another layer of college approval for faculty appointments or promotion and tenure.

**11. Will existing faculty workload, evaluation, or promotion and tenure policies change?**

The content of all existing Biden School workload, evaluation and promotion and tenure policies will remain the same. The only change will be administrative since there will be one less level of review for promotion and tenure, since the Biden School does not have academic departments.

**12. Will responsibilities of research and public service professionals and staff working in the centers and institutes change?**

There should be no change in responsibilities for center/institute professionals and staff as a result of a move to a free-standing professional school. All existing professional and staff policies regarding workload, evaluation and the career-ladder will remain in place. The only change will be administrative since there no longer will be an additional college-level review for professional and staff personnel matters.

**13. Will the administrative organization and operations of the Biden School change?**

The Biden School will assume additional administrative responsibilities parallel to a college. The internal School organization of these responsibilities will initially build upon the current administrative arrangements, but changes are likely once the dean is appointed.

**14. Will staffing in the Biden School Dean's office change?**

The staffing in the Biden School Dean's office will need to change to address the larger scope of responsibilities. Some new staff are required. Responsibilities of current staff may change.

**15. Will existing funding commitments to graduate and undergraduate students be sustained?**

Existing funding commitment to students will be unchanged.

**16. Will the proposed change impact undergraduate and graduate enrollments?**

There may be some impact on enrollment in specific undergraduate Public Policy, Organizational and Community Leadership, and Energy and Environmental Policy courses that currently qualify for meeting CAS breadth requirements. The Biden School will seek an agreement with CAS regarding retention of breadth requirements of Biden school courses for CAS students, as well as CAS courses for Biden School students. Current CAS breadth requirements for undergraduate degrees in the Biden School will remain as currently designated unless and until any changes are recommended and approved. Clarification will also be sought on process for inclusion of future new courses for breadth requirements between the two units. These arrangements should be effective by fall 2020.

At the graduate level, there should be no impact of the proposed change on course enrollments. All 4+1 programs would remain as approved, since the designated accelerated combined degree options are for programs and not the colleges or schools in which they are located.

**17. Will the curriculum of existing undergraduate and graduate programs change?**

Any proposals for changes in curriculum will be addressed through Biden School policies and practices. As per the answer to question 16, the current CAS breadth requirements for undergraduate degrees will remain as currently designated unless and until any changes are recommended and approved.

**18. Will existing Biden School program governance policies and procedures change?**

All existing program governance policies and procedures will remain unchanged. Going forward, those policies and procedures will not be subject to another layer of college review and approval.

**19. Will the Biden School have sufficient budget resources to operate as a free-standing professional school?**

A committee has been set up by Dean Pelesko to plan for the budgeting for the Biden School after it leaves the College of Arts and Sciences. Nicole Quinn will report on that process.

**20. Will support services currently provided by the College of Arts and Sciences (CAS) need to be replaced?**

Yes, but the details of those services are subject to review. This is one of the tasks of the committee set up by Dean Pelesko.

**21. How will resources be provided for the Biden School?**

Resources currently provided to the Biden School through the College of Arts and Sciences will shift so as to be directly provided to the school. Details of that shift are being considered by the committee set up by Dean Pelesko. Nicole Quinn will report on progress.



**22. Will space and office allocations change?**

The allocation of space and offices will not change as a result of approval of the restructuring.

**23. Will approval of the restructuring create new academic departments or programs?**

Approval of the resolution will not change the internal organization of faculty or academic programs in the Biden School.

**24. Will the administration of the academic programs change?**

The Biden School will continue to operate under existing arrangements for the administration of academic programs, including the role played by the School's Academic Curriculum Committee.

**25. Will the administrative leadership of academic programs, centers and institutes change?**

There will be no changes in the administrative leadership of programs, centers and institutes as a result of approval of the resolution.

**26. Will administrative policies, such as the distribution of overhead from external grants and contracts change?**

Since the Biden School will operate parallel to the colleges. It will be responsible for the administration of policies at the college level, including those related to the distribution of overhead subject to university-level decisions.

**27. Will approval of the restructuring encumber changes in the status of existing schools in other colleges?**

Approval of the Biden School as a free-standing professional school has no impact on other schools at UD. The Biden School is currently configured in a way that is at odds with national peers. The proposed change will allow the Biden School to operate in a manner parallel to its national peers.

**28. Will the proposed change require adjustments in representation in the University Faculty Senate?**

The representation may need to be adjusted as deemed appropriate by the University Faculty Senate.

**29. Will the proposed change weaken the Biden School's relationships with social science departments and faculty in the College of Arts and Sciences?**

The Biden School's will continue to have faculty joint appointments and support collaborative program initiatives with the social science departments in CAS and with social science and policy-oriented faculty and programs in other colleges. In fact, the Biden School has embraced a model of development that promotes university-wide, interdisciplinary collaborations and joint programs, and that role will be enhanced by the proposed change since the Biden School will have greater autonomy to pursue that model.

**30. Will the proposed change be impacted by the University's new budget model?**

Like all academic units, the Biden School will be impacted by changes in the University's budget model and this will be the case with or without restructuring. Some facets of the impact will be different if the Biden School is autonomous fiscally, and these are being examined by the committee set up by Dean Pelesko. Nicole Quinn will report on progress.