January 5, 2004

Dr. Mark Gromko, Vice Provost  
Office of Academic Affairs  
230 McFall Center  
Bowling Green State University  
CAMPUS

Dear Dr. Gromko:

Thank you for the opportunity to provide a Deans’ Response in the program review of HMSLS. I am appreciative of the various entities that have contributed to the review process. Pursuant to the reports crafted by the External Reviewers, Program Review Committee, and HMSLS, I offer the following:

1. **School structure**  
   Without debating the merits of the recommendations on this topic, I will be requesting that HMSLS engage in a detailed self-examination. This will entail the appointment of an ad hoc committee to facilitate the participation of all faculty members in proposing a series of alternatives designed to address the letter and spirit of all recommendations within this purview.

2. **Faculty success**  
   I will be requesting a plan of action to address the concerns expressed regarding this matter.

3. **PEG program**  
   The issues raised about this program are well justified and will be addressed directly by me. In fact, this matter has been shared with the Provost during the past year and a number of alternative funding approaches have been discussed. Early in the Spring semester of 2004 a plan for funding will be presented to the Provost on my behalf.

4. **Doctoral program**  
   Although some faculty members have expressed an interest in a doctoral studies program, I am recommending that any movement forward be postponed until such time that the issues identified in the PRC report, including school structure, have been resolved.
5. **Planning**  
This concern will be addressed through faculty input and a report completed by January 2005.

6. **Assessment**  
This recommendation will be executed as suggested by the PRC.

7. **Merit and promotion document and tenure document**  
The HMSLS faculty will meet early in the Spring 2004 semester to review their current documents for compatibility with the College’s. In addition, the EDHD Associate Dean for Research and Field Experiences will meet with the HMSLS tenure and promotion committee to reconcile differences.

8. **Graduate program**  
I will request from HMSLS a blueprint for the recruitment of graduate students. If additional resources are deemed to be necessary, I am willing to consider an appropriate allocation. Since the reviews took place, I have provided an increase in monies to all graduate assistants in the School.

   I recognize there are few specifics on how the recommendations will be specifically resolved and that is by design. I view this as an opportunity for the School to seriously engage in a process intended to reinvent itself. It is my belief that the most appropriate way for that to happen is to involve the faculty and allow them to serve as the key architects of their own destiny. In keeping with this, I expect to work closely with the HMSLS faculty and to assure that all recommendations be fully addressed. Upon completion of the process, I will then draw from the information provided and render my own very specific recommendations for discussion with the faculty and for implementation. The first draft of the HMSLS response will be due to me no later than the end of May 2004.

Sincerely,

Josué Cruz, Jr.  
Professor and Dean

Concurred by:  
John Folkins, Provost and Vice President for Academic Affairs