



UNIVERSITY OF LOUISVILLE  
LOUISVILLE, KENTUCKY

OFFICE OF THE VICE PRESIDENT

June 28, 1950

Dr. George M. Sparks  
20 Ivy Street, S.E.  
Atlanta, Georgia

Dear Dr. Sparks:

I am sending ten copies of the report of my recent two-day survey. There are many areas which, of course, I could not investigate in the short time that I was with you, but I am convinced that the present administrative setup is not only unfavorable to your division but unfortunate for the many students attending your college. I think, however, that I have a fairly accurate knowledge of the work you are doing from not only this visit but previous visits. I thought probably you could give the extra copies to interested individuals.

If you should like to have me send you any information on our faculty committee system, registration setup, etc., please let me know, and I shall be glad to send you an additional report.

I wish you the best of luck.

Sincerely,

A handwritten signature in dark ink, appearing to read "F. W. Stamm", written over a horizontal line.

F. W. Stamm, Vice President

FWS:jm



UNIVERSITY OF GEORGIA

ATLANTA DIVISION

REPORT OF SURVEY (JUNE 23 and 24, 1950)

I. RECOMMENDATIONS

1. That the Atlanta Division of the University of Georgia be divorced from the University of Georgia at Athens from both an administrative and educational standpoint.
2. That the new unit thus established be permitted to expand its educational program in the College of Arts and Sciences from a Junior College to a Senior College granting a baccalaureate degree.
3. That the College of Business Administration continue as a four-year school offering a Bachelor of Business Administration degree.

The above recommendations are based upon:

1. A general knowledge of the character of work and type of curricula offered at the Atlanta Division over a period of years. As Director of the Division of Adult Education of the University of Louisville from 1937-1945, I visited the Atlanta Division on two occasions and observed its curricula, teaching staff, library and physical facilities.
2. The result of a two-day survey.



3. "A Study of the University System of Georgia" by Geo. D. Strayer and others, and their recognition of the dissimilarities of the University of Georgia and the Atlanta division.
4. The need for independence, administratively and educationally, to develop well-rounded educational programs in Arts and Sciences and Business Administration in order to fulfill the demands of a large urban population.

## II. HISTORY

The Atlanta Division was maintained as a separate administrative and educational unit until September 1, 1947 at which time it was virtually merged with the University of Georgia at Athens for the purpose of accreditation. Although the Atlanta Division's enrolment has a larger number of part-time than full-time students, it is inevitable that this unit, located in a large urban center, will always attract a goodly number of full-time degree-seeking students in both Arts and Sciences and Business Administration. The integration with the University of Georgia at Athens has accomplished accreditation, but the Atlanta Division has sacrificed a certain amount of independence educationally which has been to its disadvantage.

## III. ADMISSIONS

I have studied the bulletin of the Atlanta Division of the University of Georgia and have found that the admission requirements are the same as for the University of Georgia at Athens.



I also talked with the Director of Admissions, and he assured me that the admission requirements for all students were being adhered to. It must be remembered that in an urban institution there will always be a large number of special students who, because of age or interruption of education at an early age, cannot qualify as regular students. Most of the special students are mature men and women who have had considerable experience in their professions and who usually bring to the classes an interest and experience which raises the level of instruction. An urban university, in order to fulfill the educational needs of its community, must provide for this group of people. May I repeat and emphasize that these students do not lower the level of instruction and should not be used as a basis for discriminating against the institution's full-time, degree-seeking students.

In looking over an analysis of grades from both the Athens and the Atlanta Divisions, I found that they were comparable. Upon further investigation I found that in certain classes and departments uniform examinations were given. This indicates that the character of students and the type of teaching were very similar.

#### IV. COLLEGE OF ARTS AND SCIENCES

The College of Arts and Sciences is now operating on a two-year Junior College level with the third year given through extension. The Strayer Report on page 25 and 26 recommends that the Atlanta Division continue as a Junior College. I differ with



this report and recommend the establishment of a four-year College of Arts and Sciences.

There are 70 full-time and 13 part-time faculty members at the Atlanta Division, 22 of whom have Doctor of Philosophy degrees and 45 have Master of Arts. These men and women have received their degrees from institutions of excellent rating.

The faculty teaching and student load is comparable to that found in most institutions of higher education.

In order to change from a Junior College to a Senior College it will be necessary to strengthen certain departments by adding personnel, but this does not seem to offer an obstacle since the budget for next year shows a Contingent Fund of \$240,000. This money could be used for additional personnel without hampering other aspects of the University program.

The faculty salary scale is adequate to attract qualified personnel.

The establishment of the College of Arts and Sciences on a four-year basis would not, in my opinion, decrease the enrollment of the University of Georgia at Athens. It should, however, act as a feeder for all of the graduate and professional schools of the University System of Georgia.



V. COLLEGE OF BUSINESS ADMINISTRATION

The College of Business Administration should be maintained on a four-year basis. The City of Atlanta offers unlimited opportunities in this field, and its business organizations provide the finest laboratories to be found in the Southeast. The work here can be developed on a high level by attracting full-time faculty members who can also act as consultants for industry. The prime function of this College should be to continue to offer degree-granting work for full-time students and part-time educational programs for evening students. It should also develop many special programs on the executive level for senior and junior executives.

The faculty of this school should be strengthened at once. There are only twelve full-time faculty members as against seventy-three part-time faculty members. The Resident Assistant Dean of the College of Business Administration and the Director of the Atlanta Division informed me that there is money in this year's budget to add full-time faculty members. I recommended strongly that funds be transferred out of the Contingent Fund to employ competent full-time faculty.

There should be funds provided for faculty members who wish to do research.

The part-time faculty is on the whole adequately prepared to do the teaching required of it. Part-time faculty members have excellent training and, in many instances, are outstanding



leaders in their fields. These men add strength to the faculty and on the whole bring to the Atlanta Division a fund of knowledge and experience which cannot be secured in a school located out of a large urban community. Their contribution to the College of Business Administration is significant, but from a standpoint of accreditation it is essential that full-time faculty members with adequate training be employed.

The teaching and student load is comparable to other universities.

Although the present enrolment of the College of Business Administration is composed mainly of part-time students, it nevertheless has approximately 400 full-time students. The continuance of this College on a four-year basis should strengthen the graduate work at the University of Georgia at Athens to a considerable degree.

#### VI. LIBRARY

The library is operating two divisions. The one for the College of Arts and Sciences contains approximately 29,000 volumes and the one for the College of Business Administration contains approximately 3,000 volumes. The library for the College of Arts and Sciences must be strengthened in certain major fields. I was informed that this coming year's budget provides \$30,000 for addition of books, periodicals, etc.

May I call your attention to the fact that the Atlanta Division is fortunate in having access to the public libraries and that an arrangement is made whereby Atlanta Division students may use all



reference material in the public library and books may be used interchangeably. This in effect provides the Atlanta Division with reserve library facilities far in excess of that found in the average college or university of this size, located outside of an urban area.

The Director and the deans of the two colleges assured me that a program is now being planned for a systematic strengthening of the library.

#### VII. LABORATORIES AND CLASSROOMS

The laboratories and classrooms are on the whole adequate to take care of the present enrolment. Undoubtedly, with the addition of two years to the College of Arts and Sciences curricula, additional laboratory space will be required. This may mean certain adjustments, and ultimately the addition of more buildings.

#### VIII. ADMINISTRATION

I should like to call your attention to page 25 of the Strayer Report in which it is stated: "The Survey Staff is convinced that administrative supervision of a branch institution primarily devoted to local educational service in relatively limited fields and separated in distance by seventy miles and in the nature of its environment by striking dissimilarities cannot be satisfactorily exercised by a mother institution." I am in total agreement with the above statement. The Director and the Deans of the Atlanta Division are charged with the responsibility of carrying on an educational program; yet they do not have the



authority to carry on their work without receiving approval from administrative officials in Athens.

In looking over the administrative set-up, I found that in many instances the Deans and even the Director were responsible to more than one individual. This cannot lead to anything but confusion and uncertainties. The separation of the Atlanta Division from the University of Georgia at Athens would place in the hands of the Director at Atlanta not only the responsibility but also the authority so needed to develop and operate an efficient educational program. I am convinced that it would also strengthen the morale of the faculty and non-faculty personnel. For example, under the present system all full-time faculty personnel must be approved by the heads of departments and the respective deans at the University of Georgia. Thus the ultimate expansion and strengthening of departments in Atlanta is in the hands of department heads and deans at Athens. It seems to me that competent administration in the Atlanta Division should be wholly responsible for the employment of faculty and personnel.

The matter of finance is likewise in the hands of the Associate Comptroller and Treasurer and the Director at the Atlanta Division. The Associate Comptroller and Treasurer is also under the Comptroller and Treasurer at Athens. This places him in the position of reporting to more than one individual, and from an administrative standpoint this is undesirable. The same thing may be said of the deans of the College of Arts and Sciences and Business



Administration respectively. They are accountable to the Director of the Atlanta Division for certain administrative procedures and also accountable to their deans at Athens for educational procedures.

No organization can operate smoothly under such conditions. These conditions lead me to agree with the Strayer Committee in advocating complete autonomy for the Atlanta Division.

#### IX. BUDGET

The budget for the Atlanta Division this coming fiscal year is, in my opinion, a more satisfactory one than previously. As a part of the University System of Georgia, this division until 1950-51 received a much smaller percentage of state funds than either the University of Georgia or Georgia Institute of Technology. This coming year, however, the state will provide \$250,000 or 21.8% of the operating budget. As a part of the University System, students who attend the Atlanta Division should not be expected to carry the entire financial burden through tuition and fees. By granting the Atlanta Division state appropriations, it will be possible to strengthen this unit so that accreditation may be secured for it as an independent unit.

One item which disturbed me was the \$240,000 in the Contingent Fund. This fund, I believe, should be used to strengthen the faculties, enlarge the library, and improve laboratories. This, I think, could be done if the men connected with the Atlanta Division were given complete authority to use the fund



as they see fit. If the Board of Regents has confidence in the administrative heads of the Atlanta Division, then these men should be permitted to develop their program by the use of funds allocated to the division.

X. FUTURE

The Atlanta Division, in my opinion, has a bright future. It should experience a continued and healthy growth in enrolment and in the community life. Atlanta is the center of business for the entire southeast and is also a cultural center of considerable note.

There are in every city many high school graduates of considerable ability and modest means who can only attend a college in their own community. These students, because of the high cost of tuition and fees and room and board brought on by inflation, cannot attend private institutions. If they are to secure an education on a collegiate level, they must depend upon state institutions located in their community which are financially supported partially by state funds. The Atlanta Division has provided an educational opportunity to thousands of citizens who otherwise would have been denied a college education. Many former students now hold important positions in business, commerce and the professions which add greatly to the stability of Atlanta.

The trend of college enrolment for the next several years will undoubtedly be downward due to the loss of veteran students and the fact that our high school graduates may not take up the

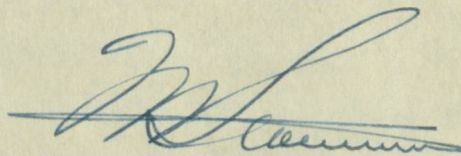


gap. However, all educational statisticians agree that by the end of the 50's our college enrolment will increase and that by 1960 we should have approximately 50 per cent more people in colleges and universities than at the peak of the post-war enrolment. This means that all forward-looking educational systems must expand their facilities both teaching and physical in order to take care of this expanding student body.

The Atlanta Division is an important part of the University System of Georgia. It has met an important need, but I believe that the demands to be placed upon it in the future will be far greater than we can now envision. If enrolment increases as predicted, the establishment of a four-year College of Arts and Sciences and the continuance of a four-year program in the College of Business Administration should not materially affect the educational program at the University of Georgia at Athens. In my opinion, it will strengthen the entire educational system of the state by (1) fulfilling an important educational need for greater Atlanta and (2) preparing many young men and women to enter the Graduate Schools of the University of Georgia at Athens.



The decision to make any unit of an institution separate and autonomous often meets resistance, but it seems to me that in this case institutional loyalties must be subordinated to the overall educational program which must be established by the University System of Georgia for the citizens of the State. In conclusion, I believe that this can be done to the greatest advantage by making the Atlanta Division an independent unit.

A handwritten signature in blue ink, appearing to read 'F. W. Stamm', written over a horizontal line.

F. W. Stamm