

MEMORANDUM

TO: Ed Ray, Executive Vice President and Provost

FROM: Paul Beck, Political Science
Bruce Bursten, Chemistry
Nori Hashimoto, Economics
Peter March, Mathematics
Will Saam, Physics
Gifford Weary, Psychology

SUBJECT: Changes in the Structure of the Arts and Sciences

DATE: November 26, 2002

COPIES: President Holbrook; Gene Mumy, Chair, Faculty Council; Deans of the Colleges of the Arts and Sciences

The six chairs of the Selective Investment departments in the colleges of MAPS and SBS have met to discuss proposed changes in the A & S structure. You may receive individual thoughts and suggestions from us in due course, but we wanted to take this opportunity to voice our collective thoughts about the issue.

1. Because a strong arts and sciences core is essential for the realization of the Academic Plan, all of us see great advantages to a stronger A&S voice in the highest circles of the University and to the added program resources and influence that are expected to flow from it. We also see advantages, in both better coordination among us and greater efficiency, to a consolidation of development, public relations and communications, student recruitment, outreach and engagement, non-major and honors advising, and possibly other collective-service activities under one lead administrator, such as the Executive Dean and Vice President proposed in the Ad Hoc Committee Report.

2. Exactly how this might work, however, is very unclear at this stage. An accurate gauging of the advantages and disadvantages of the ultimate arrangement will depend crucially upon its details.

a. First, it is necessary to spell out precisely how authority would be divided between the proposed Executive Dean and Vice President and the individual college deans.

(i) Will the responsibility centers under budget restructuring continue to be the five colleges or will this budget responsibility be shifted to the Executive Dean's office?

- (ii) What specific powers of taxation will be vested in the Executive Dean, and how will they be limited?
- (iii) Will the Executive Dean both appoint and evaluate the five college deans, and what will this mean for their relationship to the Provost and their membership on the Council of Deans?
- (iv) What role will the Executive Dean play in promotion and tenure decisions, faculty recruiting and retention (that is, the making of offers and counter-offers), and the setting of faculty/staff salary guidelines and specific salaries?

We strongly favor restricting grants of authority to the Executive Dean in the aforementioned areas, and keeping the deans of the five colleges strong and nationally preeminent. Only with such arrangements can the arts and sciences retain the viable individual colleges under which we have achieved excellence, while realizing whatever benefits can accrue from greater coordination and voice. Without significant restrictions on the Executive Dean and strong college deans, the reorganization inevitably will lead to a de facto centralized college. To create a centralized college that way, without full review and approval according to University rules through the governance process, would be a serious mistake, in our opinion.

b. Second, it is important to be specific about the division of taxes and services between OAA and the Executive Dean of Arts and Sciences. For example, if services are transferred from OAA to A&S, charges to pay for them should be imposed by A&S, not OAA. Or, if A&S is no longer eligible for OAA investment programs because it is responsible for its own, then taxes upon A&S to pay for those investments should be rescinded too.

c. Third, it is essential to make sure that any restructuring promotes graduate education and research, which lie at the core of our excellence as SI departments. It is important to weigh the as-yet unmentioned and unforeseen implications of restructuring for them.

3. We respectfully urge that, once you have developed a concrete plan for the restructuring of the arts and sciences for us to consider, you call for a second round of deliberation before finalizing and implementing it.

Thank you for the opportunity to voice our views.