

TO: Marc Lipman, Dean

FROM: Arts and Sciences Executive Committee  
Present: E. Blakemore, M. Dixson, P. Dragnev, C. Erickson, C. Hill,  
S. Champion (Faculty Secretary)

DATE: November 7, 2007

The A&S Executive Committee discussed the possible reorganization of the College of Arts and Sciences. Any reorganization of the College depends, of course, on receiving adequate funding from the administration (see below).

Taking into account the comments raised by faculty in the Assembly (October 29), comments from the September DeAdCo meeting, and concerns raised by members on the Executive Committee, we strongly recommend that the Dean pursue a “horizontal” plan rather than a “vertical” plan.

A horizontal arrangement might look like this:

- 1) an Associate Dean of Student Affairs. Responsibilities include:
  - \*overseeing advising, graduate audits, and transfer credit
  - \*student complaints and concerns
  
- 2) an Associate Dean of Faculty Affairs. Responsibilities include:
  - \*annual performance evaluations and increment recommendations of chairs
  - \*consulting with departments on faculty hiring (interview visits with tenure track faculty) and approval of all faculty hires (tenure track, continuing lecturers, limited term lecturers)
  - \*reappointments (can consult with Dean on problematic cases)
  - \*visiting with new candidates
  - \*meetings with Chairs (leaving the Dean free to conduct individual meetings with departments, if necessary)
  - \*care and feeding of departments

3) an administrative staff member for Community Outreach and Engagement.

Responsibilities include:

\*community outreach

\*fundraising (including but not limited to soliciting A&S alumni)

The Associate Deans of Student Affairs and Faculty Affairs must be full-time positions staffed by tenured faculty. The responsibilities are too great to expect faculty to do work half-time in their home departments and to keep up with the many obligations of an Associate Dean's job.

The Director of Community Outreach and Development would not be drawn from the faculty, nor would the position necessarily need to be full-time. A Master's degree and a record of effective public relations would suffice.

We also believe that positions such as the Director of Alumni Development and the Director of Research and External Support are already adequately covered at the campus level by the Alumni office and ORES. Such positions would be redundant at the A&S level.

Proper funding and replacement of faculty (if faculty from A&S are hired as Deans) is absolutely essential. Departments that lose faculty to these positions must be assured that the faculty will be replaced in kind – i.e., full time and tenure track. It is understood that these replacements are replacement lines for the person serving as associate dean, that is, that they are not new lines for the departments. Limited-term lecturers are not acceptable as replacements.

We believe that a horizontal arrangement will benefit the College of Arts and Sciences much more than a vertical one.

- \* a vertical arrangement, no matter which way it is sliced, has the very real potential of fostering divisiveness among faculty and departments. We want to keep the College of Arts and Sciences as a distinct, unified college, with no artificial separations between departments.
- \* a vertical arrangement requires several Deans, who would be in charge of their respective divisions (such as social sciences, humanities, physical sciences). Those deans, being human, will vary in their effectiveness in supporting faculty and departments (research, funding, teaching loads, etc). There is a very real possibility of inequity between divisions, which would lead to further divisiveness.

Almost twenty years ago, two units combined to create the present College of Arts and Sciences. We do not feel an organizational structure that divides the college will serve us well.