A Proposal to Establish the College of Arts and Sciences at The Ohio State University

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Executive Dean of Arts and Sciences and Vice Provost

May 10, 2010

Pursuant to Faculty Rule 3335-3-37 on the alteration or abolition of units, the Executive Dean of Arts and Sciences and Vice Provost submits a proposal to alter the five Colleges within Arts and Sciences, to form a single College to be called the College of Arts and Sciences.

Background

Until 1968, the Arts and Sciences at The Ohio State University were organized as a single, centralized structure. In 1968, with the addition of some Departments and Schools that had previously been affiliated with other Colleges, the Arts and Sciences were divided into five Colleges: Arts, Biological Sciences, Humanities, Mathematical and Physical Sciences, and Social and Behavioral Sciences.

In February 2002, Provost Edward J. Ray appointed an Ad Hoc Committee on the Status of the Colleges in Arts and Sciences, with the following charge: “to implement effectively our Academic Plan, it is essential that we have a highly visible and nationally prominent Arts and Sciences, and that we have a coherent, collaborative and financially sound core of Arts and Sciences programs of the highest possible quality. Every top tier research university has a strong Arts and Sciences core.’ The Report (attached as Appendix A) recommended a federated structure for the Arts and Sciences. In May 2003, a report entitled “Federation of the Colleges of the Arts and Sciences” (attached as Appendix B) identified the formal structure of that Federation, and established the Office of the Executive Dean of the Colleges of the Arts and Sciences. Among the goals of the Federation were the following:

- enhance the reputation and quality of all Colleges by using the strengths of each to benefit others;
- enhance coherence, collaboration, and synergies;
- decrease wasteful College-centric competition and lower College boundaries.

In April 2008, a Review Committee co-chaired by Vice Provosts Martha M. Garland and W. Randy Smith submitted its Final Report (attached as Appendix C), recommending the creation of “a single, integrated College of the Arts and Sciences that brings together all the faculty, resources (budget, space), and academic programs that currently reside within the five colleges.” The report further recommended that the College “would be led by a Dean with ultimate decision-making authority for the college in all realms of college life, reporting directly to the Executive Vice President and Provost.” Working with the Dean in the proposed model were “divisional Deans,” individuals with the relevant academic expertise to represent clusters of Departments/Schools.

In August 2008, Professor Joan R. Leitzel was appointed Interim Executive Dean of Arts and Sciences and Vice Provost. Three Interim Divisional Deans were appointed: Professor John W. Roberts (Arts and Humanities); Professor Matthew S. Platz (Mathematical and Physical Sciences and Biological Sciences); and Professor Gifford Weary (Social and Behavioral Sciences).

The Executive Dean was given responsibility for strategic planning, budget/resource allocation, and representation of the interests of the Arts and Sciences within and outside the University. In the role of Vice Provost, the Executive Dean was given additional responsibility to provide advice and counsel to the Provost on promotion and tenure recommendations and other academic matters. The Office of the Executive Dean also provides undergraduate advising, career service,
and diversity services for Arts and Sciences, and administers many undergraduate interdisciplinary majors and minors. The three divisional Deans were given responsibilities at the level of the Arts and Sciences as a whole, as well as responsibility for overseeing the units and programs in their academic areas.

Throughout the 2008-09 academic year, the restructuring of the Arts and Sciences was widely discussed on campus. For example, issues related to Arts and Sciences restructuring were on the agendas of the Arts and Sciences Executive Committee and the Arts and Sciences Faculty Senate, and a set of town meetings was held. A “rationale statement” for the restructuring was developed in response to these discussions. The rationale was circulated to all Arts and Sciences faculty and staff on May 13, 2009 and discussed at the Arts and Sciences town meeting on May 19, 2009. Only one suggestion for change to the document was received, and that change, correcting a statement describing Arts and Sciences history at Ohio State, was made.

On June 18, 2009, pursuant to Faculty Rule 3335-3-37 on the alteration or abolition of units, Interim Executive Dean Leitzel presented a proposal to the Council on Academic Affairs and the University Senate to alter the five colleges within Arts and Sciences by forming a single college to be called the College of Arts and Sciences.

On July 1, 2009, following a national search, Professor Joseph E. Steinmetz was appointed Executive Dean of Arts and Sciences and Vice Provost. To provide his input and outline possible directions for the restructuring, on September 15, 2009, he distributed a document entitled “Unifying the College of Arts and Sciences: Implementation Considerations,” that identified several issues to be addressed during the reorganization process, and articulated some basic ideas and principles on which the reorganization would be based.

In adherence to Faculty Rule 3335-3-37, in October 2009, the Council on Academic Affairs appointed an ad hoc committee, chaired by Professor James F. Rathman, Chair, University Senate Steering Committee, to review the proposal and all related materials, and bring a recommendation to the Council. The ad hoc committee’s report was received on May 3, 2010.

This proposal reflects the content of the initial proposal submitted by Interim Executive Dean Leitzel, supplemental information provided by Executive Dean Steinmetz, and suggestions from the ad hoc committee and the Council on Academic Affairs.

Since 2008, some basic decisions have been made about the structure of the proposed College. However, many more procedures and policies need to be explored and worked out as the concept of a unified arts and sciences college becomes reality. It is a work in progress and will remain so for at least a few years as new traditions, procedures and policies are created with input from faculty and the College administration.

Responses to Proposal Requirements of Faculty Rule 3335-3-37 on the Alteration of Units

(a) A rationale for alteration or abolition of the unit which includes a history of the formation, activities and evaluation of the performance of the unit.

The basic components of the history of the unit are outlined in the background section of this document (above), and in the supplementary materials.

This formal rationale statement was produced and discussed during 2008-09:

“The Arts and Sciences are the intellectual and academic core of The Ohio State University and of distinguished universities worldwide. These areas are the University’s primary laboratory for inquiry into human expression; social and cultural systems; and
physical, biological, and cognitive processes. Study in the Arts and Sciences helps
develop the rigor of the mind—and openness of the mind—that provide the basis for
quantitative as well as creative thought; computational, technological, and
communicative skills; historical consciousness and ethical perspective; literary
understanding and artistic appreciation; international literacy and curiosity; and regard
for values unlike one’s own. Thus, the areas of study that comprise the Arts and
Sciences are foundational to all university education and professional preparedness.
Now, as complex ethical, environmental, cultural, economic, and political challenges lay
claim to the world’s collective attention, it is to the Arts and Sciences that Ohio State—
and communities beyond—looks for the skills, knowledge, and imagination to
understand and bring solutions to these issues.

A unified College of Arts and Sciences offers students more opportunities to integrate
what they learn in studying a range of fields, and it facilitates the combining of disciplines
in faculty research and creative activity."

Given the importance and centrality of the Arts and Sciences in research and teaching,
there are many reasons for unifying the Arts and Sciences into a single administrative
unit at this time in Ohio State’s history. Central among these reasons is that the
implementation of the Federation structure in 2003 failed to produce the desired results.
That is, lowering barriers between units and encouraging cooperation and collaboration
between units in the five separate colleges has not occurred. An even more compelling
reason for creating a unified College is that it addresses the current state of affairs in
academia. Indeed, many of the exciting developments in research and teaching in higher
education are at the intersections of our traditional disciplines in the arts, humanities,
natural sciences, and social sciences. A unified College will make it easier to develop
these new interdisciplinary areas, while at the same time providing the means to preserve
the disciplinary-based areas of excellence that have made Ohio State a great institution.
Unifying the College should encourage the exploration of creative new ideas, provide our
undergraduate and graduate students with new experiences and new opportunities, and
allow our faculty to develop interdisciplinary ties with other colleagues that can be career
defining and enhancing. At great institutions like Ohio State, the Arts and Sciences
should be the cornerstone on which all other academic experiences are built. The
College should be more prominent and influential, both here at Ohio State and around
the world. A unified College will make it easier to have the collective voice of Arts and
Sciences heard both on and off campus.

Therefore, the new administrative structure offers opportunities for the Arts and Sciences
to build on their centrality to all university education and become Ohio State’s most
engaged and visible constituency.

Bringing together all the faculty, resources, and programs within the Arts and Sciences,
the new structure is expected to:

- Ensure a unified, effective voice for the Arts and Sciences and, so, position the
  Arts and Sciences for stronger leadership within the University;

- Strengthen academic programs, assuring and reinforcing the quality of
  graduate education, the undergraduate curriculum, and undergraduate
  advising;

- Enhance interdisciplinary opportunities for faculty and students and promote
  collaborative relationships that strengthen both individual units and the whole;

- Provide for an administrative structure that is efficient, effective, and less costly
  and enable significant resources to be redirected to academic programs.
(b) **An enumeration of all faculty affected by the alteration or abolition of the unit.**

<table>
<thead>
<tr>
<th>Tenure Initiating Unit (by Division)</th>
<th># tenure track faculty (2009)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Arts &amp; Humanities</strong></td>
<td></td>
</tr>
<tr>
<td>African American &amp; African Studies</td>
<td>16</td>
</tr>
<tr>
<td>Art</td>
<td>23</td>
</tr>
<tr>
<td>Art Education</td>
<td>15</td>
</tr>
<tr>
<td>Comparative Studies</td>
<td>19</td>
</tr>
<tr>
<td>Dance</td>
<td>15</td>
</tr>
<tr>
<td>Industrial, Interior and Visual Communication Design</td>
<td>13</td>
</tr>
<tr>
<td>East Asian Languages and Literatures</td>
<td>18</td>
</tr>
<tr>
<td>English</td>
<td>103</td>
</tr>
<tr>
<td>French &amp; Italian</td>
<td>19</td>
</tr>
<tr>
<td>Germanic Languages &amp; Literatures</td>
<td>16</td>
</tr>
<tr>
<td>Greek &amp; Latin</td>
<td>14</td>
</tr>
<tr>
<td>History</td>
<td>79</td>
</tr>
<tr>
<td>History of Art</td>
<td>15</td>
</tr>
<tr>
<td>Linguistics</td>
<td>15</td>
</tr>
<tr>
<td>Music, School of</td>
<td>58</td>
</tr>
<tr>
<td>Near Eastern Languages &amp; Cultures</td>
<td>14</td>
</tr>
<tr>
<td>Philosophy</td>
<td>22</td>
</tr>
<tr>
<td>Slavic and East European Languages &amp; Literatures</td>
<td>11</td>
</tr>
<tr>
<td>Spanish &amp; Portuguese</td>
<td>31</td>
</tr>
<tr>
<td>Theatre</td>
<td>19</td>
</tr>
<tr>
<td>Women's Studies</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total, Arts &amp; Humanities</strong></td>
<td><strong>543</strong></td>
</tr>
<tr>
<td><strong>Biological, Mathematical &amp; Physical Sciences</strong></td>
<td></td>
</tr>
<tr>
<td>Astronomy</td>
<td>17</td>
</tr>
<tr>
<td>Biochemistry</td>
<td>13</td>
</tr>
<tr>
<td>Chemistry</td>
<td>37</td>
</tr>
<tr>
<td>Earth Sciences, School of</td>
<td>35</td>
</tr>
<tr>
<td>Entomology</td>
<td>28</td>
</tr>
<tr>
<td>Evolution, Ecology, and Organismal Biology</td>
<td>32</td>
</tr>
<tr>
<td>Mathematics</td>
<td>84</td>
</tr>
<tr>
<td>Microbiology</td>
<td>16</td>
</tr>
<tr>
<td>Molecular Genetics</td>
<td>16</td>
</tr>
<tr>
<td>Physics</td>
<td>59</td>
</tr>
<tr>
<td>Plant Cell &amp; Molecular Biology</td>
<td>7</td>
</tr>
<tr>
<td>Statistics</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total, Biological, Mathematical &amp; Physical Sciences</strong></td>
<td><strong>371</strong></td>
</tr>
<tr>
<td><strong>Social &amp; Behavioral Sciences</strong></td>
<td></td>
</tr>
<tr>
<td>Anthropology</td>
<td>17</td>
</tr>
<tr>
<td>Communication, School of</td>
<td>30</td>
</tr>
<tr>
<td>Economics</td>
<td>39</td>
</tr>
<tr>
<td>Geography</td>
<td>28</td>
</tr>
<tr>
<td>Political Science</td>
<td>41</td>
</tr>
<tr>
<td>Psychology</td>
<td>60</td>
</tr>
<tr>
<td>Sociology</td>
<td>41</td>
</tr>
<tr>
<td>Speech &amp; Hearing Science</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total, Social &amp; Behavioral Sciences</strong></td>
<td><strong>267</strong></td>
</tr>
<tr>
<td><strong>Total Faculty, Arts and Sciences</strong></td>
<td><strong>1181</strong></td>
</tr>
</tbody>
</table>
Entomology is currently in the process of reorganization between Biological Sciences and Food, Agricultural and Environmental Sciences.

Faculty on the regional campuses are included in this list, although the day-to-day operations on campuses other than the Columbus campus will be unaffected by the proposed alteration.

c) A person-by-person analysis of the proposed reassignment or other accommodation of the faculty identified in paragraph (B)(2)(b) of this rule, including a statement of the impact on promotion and tenure. No tenured faculty member shall be involuntarily terminated as a result of this process. However, faculty may be transferred to another unit in accordance with paragraph (C)(2) of rule 3335-6-06 of the Administrative Code and with regard to the teaching, research, and service expertise of the individual.

The proposed alteration will have no significant impact on the promotion and tenure (P&T) of any faculty member. The tenure initiating unit of faculty members will not change. Faculty are currently appointed in one of 41 Schools or Departments. These units will continue as the tenure initiating units for faculty. There will be slight changes to the composition of the Promotion and Tenure Committee at the College level (see below). The promotion and tenure documents at the Divisional level will be rewritten and will be subject to appropriate review.

While faculty appointments will not be altered, the total number of administrative appointments will be reduced (some already have, as listed in (g) below). Current administrators with faculty appointments who are not appointed to administrative positions within the new College will return to their faculty positions.

Tenure and Promotion Procedures

Second only to faculty recruitment, tenure and promotion are the most important decisions made concerning our faculty. The basic tenure and promotion process will be very similar to what is already in place; that is, a three-stage process will be used that involves reviews at the tenure initiating unit (TIU) level, the College level, and the provost level. After the TIU-level reviews have been completed we believe the process will likely be as follows:

- Three College committees of 8-12 members will be selected by the divisional deans, one for each of the College’s three divisions: Social & Behavioral Sciences, Arts & Humanities, and Natural & Mathematical Sciences. Faculty members who serve on the committee will be drawn from the departments that make up each division.
- Each committee will be chaired and convened by the Divisional Dean, who will serve as a non-voting member.
- The divisional P&T committees will examine the dossiers of tenure and promotion candidates and eventually vote on each P&T case. A 2/3 majority will be necessary for a positive recommendation on the P&T case.
- The divisional deans will also review the cases in their divisions and make recommendations to the Provost concerning tenure and promotion.
- The dossiers and accompanying recommendations from the divisional committees and deans will be sent to the university committee and Provost.
- The Executive Dean of Arts and Sciences will be available for consultation with the Provost if asked.

For a candidate with an appointment in two or more different divisions, a subcommittee made up of 4-6 members of the divisional committees will be appointed by the Executive
Dean to review the tenure and promotion dossier. One department will be designated as the lead department for the review (typically in a MOU created at the time of the hire) and the divisional dean of that department will make the recommendation to the university-level committee.

Faculty Recruitment and Hiring

Arguably, the most important activity we engage in each year is the recruitment, hiring and retention of faculty. It is the quality of the faculty that ultimately determines the excellence of the institution. Hiring new faculty at the cutting edge of their disciplines helps assure that The Ohio State University remains a vibrant and exciting place for students and scholars. Hiring new faculty provides important opportunities to start and develop new programs, strengthen existing programs, and advance the general goals of the College and the University. To this end, the College will allocate resources for faculty hires in a way that reflects these goals and objectives. Sometime in the spring each year, department chairs and school directors will be asked to submit proposals for hiring new faculty. These proposals will provide a rationale for the hires being requested. The divisional deans and Executive Dean will then discuss the proposals that have been submitted and select those that will go forward in the following year. Several factors will be considered during this selection process, including whether or not the proposal addresses College and/or University priorities, addresses needs or wants identified during the departmental and individual college strategic planning processes that have been conducted, and/or strengthens one or more departments or programs while also keeping in mind our continuing desire to diversify the faculty. To this end, eventually an overall College strategic plan will be created that blends the individual college strategic plans that have been articulated to date.

Because diversity and faculty retention is important, the ongoing mentoring of faculty at all stages of their careers will be a priority for the unified College. The new Associate Dean for Diversity and Recruitment will be involved in retention and diversity efforts. Opportunities to share in hiring with other Ohio State colleges and schools will also be aggressively pursued. Overall, the goal in hiring new faculty will be to advance the department/school or program, the College, and the institution through solid disciplinary or interdisciplinary hiring decisions.

(d) An analysis of the academic courses now taught by the unit and provisions for their reassignment to other units, if relevant.

The only courses possibly affected will be some associated with interdisciplinary programs that currently report directly to the Executive Dean. As a result of the alteration some interdisciplinary programs, International Studies for example, will likely remain independent within a division, with a director reporting to the Divisional Dean. Other interdisciplinary programs, such as Latino/Latina Studies, will be moved into a department and thus report directly to the chair. Given the range of possibilities, it is clear that details will need to be worked out.

(e) An analysis of the students affected by the proposal, including majors, non-majors, professional and graduate students.

Students will not be negatively affected by the alteration. However, the alteration is expected to stimulate interest in the three interdisciplinary majors currently administered by the Executive Office in Arts and Sciences (International Studies, Middle Childhood Education, Film Studies) and the twenty-one interdisciplinary minors similarly administered by the Executive Office in Arts and Sciences (Aging, American Indian Studies, American Sign Language, Asian American Studies, Cognitive Science, Critical and Cultural Theory, Disability Studies, Evolutionary Studies, Film Studies, Forensic
Science, Globalization Studies, International Studies, Latino/a Studies, Legal Foundations of Society, Media Production and Analysis, Neuroscience, Popular Culture Studies, Sexuality Studies, Societal Perspectives about Science and Technology, Survey Research, Work in a Changing Economy), as well as the special programs administered by the Executive Office in Arts and Sciences that cross department boundaries (Freshman Seminars, Professional Pathways). There is every expectation that these opportunities will continue to grow in the future, as well as the many other interdisciplinary offerings that currently flourish at the divisional and departmental level.

Graduate student fellowships, currently distributed by the Graduate School to the five colleges, will be distributed in the unified College. The Graduate School will distribute these fellowships to the Executive Dean, who in turn will distribute them to the divisions and departments at his discretion. The plan is to distribute them to the divisions in the same proportions as they currently go to the five colleges.

(f) Specific proposals regarding support for currently enrolled students until degree completion.

No negative impacts are anticipated. Presumably there will be a change in the college name listed on diplomas. The expectation is that unification will make it easier for students to pursue multiple majors, minors, and participate in interdisciplinary programs. College advising within Arts and Sciences is already centralized. The proposed alteration will not have a major impact on College advising, career services, and major advising at the department level.

(g) An analysis of the budgetary consequences to all relevant units as a consequence of the proposal.

The April 2008 Review of the Colleges of the Arts and Sciences recommended a new budget model for Arts and Sciences - one in which the “resources of the current five colleges could be combined, providing more flexibility to enhance quality and academic excellence across the college and to move resources to respond to challenges and opportunities.” The Provost has given the Executive Dean and Vice Provost for Arts and Sciences budget authority for all Arts and Sciences resources. A budget model has been developed to allocate resources in a manner that elevates the stature of our academic programs, promotes collaboration, attracts and retains the best talent and assures and reinforces the quality of undergraduate and graduate education.

In past years, budget allocations were made to the five Arts and Sciences colleges by the Provost using the current budget system. The colleges then made allocations to individual departments and programs using a variety of different methods. Beginning this year, the combined budgets of the five colleges of Arts and Sciences were distributed to the Executive Dean for subsequent allocation by the Executive Dean to the three college divisions. Starting in spring 2010, budgeting from the College will be more department/program based. That is, an annual budget call will be made to department chairs and program directors, who will submit budget requests to the College that include proposals and requests for instructional and non-instructional related funds. Funds will be allocated to departments and programs after funding requests are collectively evaluated by the Executive Dean and the divisional deans. A portion of the budget will be kept at the center of the College to encourage cooperation and collaboration across units in the College. A portion of the budget will also be set aside for distribution to each divisional dean for needs that crop up throughout the year in the individual divisions. Throughout the year, the divisional deans will oversee the management of the budgets for the departments and programs within their divisions. In this system, budget planning each year will be guided by strategic planning and from a college-wide perspective.
The reorganization of Arts and Sciences has presented a number of opportunities for efficiencies and cost savings. Arts and Sciences has been able to eliminate 13 College and Executive Dean’s office administrative FTEs. In addition, during Autumn 2008, Arts and Sciences engaged Navigator consultants to conduct an analysis of business processes in Arts and Sciences and to make recommendations to improve services to units; to standardize and streamline processes related to human resources, payroll, financial management, and procurement; and to deliver an efficient model that can serve as a standard for the university.

The Navigator report projected that the creation of business service centers provides the opportunity for service improvements, process efficiencies and reduced personnel costs. Recommendations for technology improvements offer additional opportunities for cost savings. The following table represents the potential 5-year savings relative to the Navigator recommendations.

<table>
<thead>
<tr>
<th>Category</th>
<th>5-year Cost Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchasing Improvements</td>
<td>$6,100,000</td>
</tr>
<tr>
<td>FTE Reductions</td>
<td>$3,750,000</td>
</tr>
<tr>
<td>Technology Solutions</td>
<td>$1,200,000</td>
</tr>
<tr>
<td>Service Center Efficiencies</td>
<td>$800,000</td>
</tr>
<tr>
<td>Implementation Costs</td>
<td>($1,040,000)</td>
</tr>
</tbody>
</table>

Planning and implementation of the new model for Arts and Sciences, which includes shared service centers, is now underway. The estimated annual savings of approximately $2 million will be directed to academic programs in Arts and Sciences.

(h) An analysis of the services lost to the rest of the university as a consequence of the proposal.

The result of the alteration will be a net gain in services within Arts and Sciences, and a strengthening of bridges to areas outside Arts and Sciences within the rest of the University. No service losses are expected. The restructuring is expected to facilitate and improve inter-college and interdisciplinary programming and research due to a more centralized administration of the budget.

(i) An analysis of impact on constituencies external to the university, including alumni.

The expectation is that a centralized Arts and Sciences will elevate the stature and visibility of programs within the College internally, nationally, and internationally, and will strengthen the presence of Arts and Sciences within organizations such as the Association of American Universities (AAU), the Association of Public and Land Grant Universities (APLU), and national consortiums such as Imagining America: Artists and Scholars in Public Life. A strong Arts and Sciences presence will have tangible benefits with the state, with business and industry, and with alumni. Arts and Sciences will assist the Capital Campaign by increasing fundraising opportunities, highlighting the work of faculty and students, and linking Deans and faculty more effectively to donors. Alumni and development activities will be more closely coordinated, and undergraduate students will be made more fully aware of their privileges and responsibilities as OSU Alumni. Arts and Sciences will work to establish a high visibility in the state, and will open lines of communication to bring the importance of its programs home to the citizens of Ohio.

Outreach is being increasingly recognized as an important component of research, and
the means by which The Ohio State University can show itself to be a national leader in higher education. Arts and Sciences has a long and rich tradition of outreach and engagement, particularly in terms of K-12 education. Faculty and students in Arts and Sciences will work with organizations and communities in strengthening educational and research partnerships on behalf of the common good.

(j) An analysis of the impact on governance at all relevant levels as a consequence of the proposal.

The College of Arts and Sciences is led by an Executive Dean for Arts and Sciences and Vice Provost. The major duties of the Executive Dean include managing a unified College budget, representing the College in meetings and at functions both on and off campus, fund-raising for the many units in the College, and strategic planning. In the role of Vice Provost, the Executive Dean has been given additional responsibilities to provide advice and counsel to the Provost on promotion and tenure recommendations and other campus-wide academic matters.

In addition to the Executive Dean, three divisional deans will head three divisions that make up the College: Arts and Humanities, Natural and Mathematical Sciences, and Social and Behavioral Sciences. Retaining the divisions recognizes the history and traditions of arts and sciences and also provides a convenient means for administering the College given its large size and great diversity. The goal, however, is to make the College department-and program-oriented and not division-oriented. The divisional deans will report to the Executive Dean and serve as the primary contact for the many departments and programs that make up the unified Arts and Sciences. Their major duties include the following:

• Faculty Recruitment
• Department Chair Selection and Evaluation
• Representation of Departments in ASC Discussions
• Divisional Budget Management
• Faculty Evaluation
• Divisional Academic Staff Management
• Membership on Key University Committees
• Divisional Strategic Planning
• Divisional Development Activity

While the divisional deans will have division-related duties, it is important to note that the goals and objectives of the unified College will be at the forefront of their considerations when dealing with issues related to the operation of the College and its units. They will often represent the unified College in areas relevant to their individual areas of expertise. Each divisional dean will be assisted by two associate deans, who will have responsibilities defined by the divisional dean as well as College-wide duties assigned by the Executive Dean in areas like research, space and facilities, graduate studies, undergraduate studies, faculty affairs, and international programs. An Associate Dean for Diversity and Recruitment will also be part of the administrative team. The existing position of Executive Associate Dean will, for the next two years, concentrate on matters related to semester conversion and curriculum. This position will be discontinued in 2012.

As noted above, to facilitate cooperation and collaboration between units in the College, the interdisciplinary programs that have in the past reported directly to the Executive Dean will be moved into appropriate divisions, and one of the divisional deans will serve as the contact dean for the programs and their directors. Some of the programs will remain independent with the director reporting to one of the divisional deans while other programs will be moved into departments if it seems likely that they would be better
served being located closer to our traditional discipline-based departments. For example, with regard to the latter, the Director of the Center for Life Sciences education will report to the divisional dean for Natural and Mathematical Sciences.

The administration of the Colleges of Arts and Sciences is committed to the idea of shared governance in the College. Early in 2010, two task forces to make recommendations about college committee structures and faculty/staff student input on College matters were established. They currently are meeting to explore possible structures and functions of faculty and staff advisory and policy committees. Those committee recommendations to the deans on policies and procedures will be incorporated into a single Pattern of Administration for a unified College of Arts and Sciences. A number of issues will require faculty input, including: methods of accounting for the student credit hours taught by faculty to encourage collaboration and cooperation between units; creation of team teaching policies that enhance student experiences; development of flexible policies for course load assignments that help faculty balance their teaching and research responsibilities; creation and management of interdisciplinary programs involving units inside and outside the College; the recruitment and development of jointly hired faculty; and studying the curriculum development and change procedure especially in light of the ongoing move to a semester calendar.

The recommendation of the task force that focused on faculty involvement was accepted by the Executive Dean, without modification, and distributed to all ASC faculty on April 25, 2010. The Faculty Advisory Council (FAC) will consist of 17 faculty members: 12 elected (4 from each division), 3 appointed by the Dean, and the Chair of the ASC Faculty Senate and the Executive Dean.

The recommendations from the task force that focused on staff involvement have been received and are currently under consideration. For continuing student input, the Executive Dean will use the current Arts and Sciences Student Council as the base for a student advisory committee.

The matter of University Senate representation will need to be resolved, since the proposed alteration may affect the current distribution of delegates to the University Senate. No change should be made in this area until the University Senate determines the appropriate proportion for the newly configured College. An ad hoc committee of the University Senate has already been appointed to address this issue – to explore options and ultimately propose rule changes to insure that representation of Arts and Sciences faculty on the University Senate is not negatively affected by the alteration.

The change from five smaller colleges to one unified College has necessitated a variety of procedure and rule changes at the level of the university and college senate bodies. Indeed, the multi-step procedure laid out in the University Faculty Rules for creating the unified College currently is being followed.

The current reorganization process also has provided an excellent opportunity to assess the ways we deliver important services to faculty and students in several areas. For the most part, these services have been distributed to the level of the departments and the five existing colleges. Over the last few months, the effectiveness of how we deliver basic services to our students and faculty with an eye toward improving services while realizing financial savings, which then can be redistributed to the College departments to meet important needs and program development, has been examined. The process of combining the service offices of the five existing colleges into more centralized college offices that will be responsible for providing services to the faculty, staff and students of the unified college, is underway. These offices include finance and human resources (including the new Business Service Center), information technology, communications and marketing, alumni outreach and engagement, academic student services, and development. The goal is not to centralize all services; local delivery models are sometimes better than centralized models. Rather, a hybrid model where general
oversight of the services will take place at the College level with some delivery and organization of the staff largely along department or division lines, is being used.

(k) An analysis of the impact upon diversity.

The impact on faculty diversity is expected to be positive. Arts and Humanities currently supports diversity in a variety of ways including through the work of a standing Diversity Committee. It also has the Arts and Humanities Minority Enhancement Program designed to enhance the social and intellectual climate for junior faculty of color. In addition, it has established a program for undergraduate students from underrepresented groups - the Program for Arts and Humanities Development - to encourage them to apply to doctoral programs. An Arts and Humanities-wide conference on “The Future of Diversity” was held on June 5, 2009, with wide attendance from all ranks of the faculty from both Arts and Humanities.

Arts and Sciences programs in the Social and Behavioral Sciences are part of a seven-university alliance funded by the National Science Foundation (NSF) to improve the recruitment, retention, and professional development of under-represented students in the social, behavioral, and economic sciences, one goal being to increase the overall pool of minority faculty in these fields. SBS has also increased its number of postdoctoral fellowships for candidates from underrepresented groups.

Former Dean of Biological Sciences, Professor Joan Herbers, is directing the NSF funded Project to increase the representation and advancement of women in academic science, technology, engineering, and mathematics at Ohio State. Arts and Sciences programs in the Biological, Mathematical, and Physical Sciences are central participants in that project.

As best practices are shared, the climate changes. There is strong effort in Arts and Sciences to grow diversity from the ground up: a central focus is being placed on faculty recruitment and retention for persons of color, on teaching and mentoring, on the quality of life for faculty who bring diversity to the campus in terms of race, sexual preference, nationality or in any other aspect, recognizing that the more success Arts and Sciences programs have in building diversity, the better the College of Arts and Sciences will be.

Moreover, the merger will make it easier for the University to recruit faculty successfully in situations where spousal hires are desired.

(l) An analysis of the impact on the academic freedom and responsibility of all affected faculty.

Academic freedom is a fundamental right for all faculty, regardless of rank. There will be no change for faculty in Arts and Sciences in terms of academic freedom and responsibility as a result of the proposed alteration.

Concluding Comments

During the 2009-10 academic year the Executive Dean has: met individually with every chair and director from the departments and programs that will make up the new, unified College; attended at least one faculty meeting of every department and school in the College; and conferred for many hours with the deans of the existing arts and sciences colleges, with the associate deans of the colleges, with staff from the colleges and from the Executive Dean’s office, as well as with faculty and staff groups, other College deans, vice provosts, as well as the Provost and the University President. From all of these discussions, as seen in this proposal, some concrete ideas have emerged concerning the basic operating principles and procedures for the unified College.
However, there are many details concerning the restructuring that need to be worked out. The Executive Dean will continue to consult closely with faculty, staff and student advisory groups while working on these procedures, policies and details and to plan vigorously and aggressively push forward in a thoughtful way that is mindful of the long-term future of the new College.

We want The Ohio State University to have a College of Arts and Sciences that is dynamic and able to react to important developments in our many disciplines that reflect important changes and developments in academia. We want a College that encourages collaboration and cooperation among faculty and the units in which they are affiliated. The overall long-term goal for the reorganization of the College is a lofty one: the College should serve to enhance the research and teaching experiences of its faculty and students. Simply put, the College at The Ohio State University should strive to be among the best colleges of arts and sciences in the world.