

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

**Joseph E. Steinmetz, Ph.D.
Executive Dean of Arts and Sciences and Vice Provost, Academic Affairs**

April 12, 2010

On June 18, 2009 and pursuant to Faculty Rule 3335-3-37 on the alteration or abolition of units, Joan Leitzel, the Interim Executive Dean of Arts and Sciences, 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*. In this document, Interim Executive Dean Leitzel presented a short history of arts and sciences at The Ohio State University. Excerpted here is this background information:

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, the 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 recommended a federated structure for the Arts and Sciences. In May 2003, a report entitled “Federation of the Colleges of the Arts and Sciences” 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.

Interim Executive Dean Leitzel further noted:

In April 2008, a Review Committee co-chaired by Martha Garland and W.

Randy Smith submitted its Final Report, 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. This model was adopted, and an Executive Dean and Vice Provost was appointed by the Provost, together with three divisional Deans. 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 Arts and Humanities, or Biological, Mathematical, and Physical Sciences, or Social and Behavioral Sciences.

Before submitting the proposal to CAA and the University Senate, the idea of restructuring the arts and sciences at Ohio State 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, the Arts and Sciences Faculty Senate, and the Arts and Sciences town meetings, which were scheduled in winter and spring quarters. A rationale statement for the restructuring was developed in response to these discussions. The rationale, with one minor change, 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. The rationale document was incorporated into the June 18 Litzel document that was submitted to CAA and the University Senate.

After a national search, I came to Ohio State on July 1, 2009 to become Executive Dean of Arts and Sciences and Vice Provost. Part of my charge involves overseeing the restructuring of the arts and sciences as the institution moves from the Federation structure to the new single-college structure. The creation of a single College of Arts

and Sciences after 40 years of arts and sciences distributed to five different colleges is a complex matter. It is clear that unifying the arts and sciences requires many changes in basic organization, structure, policies, procedures and ways of thinking. To outline possible directions for the restructuring, on September 15, 2009, I distributed a document entitled “Unifying the College of Arts and Sciences: Implication and Considerations,” which identified several issues to be addressed during the reorganization process and also articulated some basic ideas and principles on which the reorganization would be based. Over the last nine months, 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.

The purpose of the rest of this document is to detail progress to date as outlined in both the Leitzel and Steinmetz documents, and to articulate further current thinking on some of these issues. It should be noted that the development of the restructured College 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.

Why Unify the Arts and Sciences at The Ohio State University?

Before summarizing progress to date that has been made in developing policies and procedures important for the operation of a unified College of Arts and Science, it is helpful to articulate the main reasons for undertaking this restructuring. In her June 18 document, Interim Executive Dean Leitzel wrote about the importance of arts and sciences:

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.

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 the 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.

Progress in Developing Operating Principles and Procedures for a Unified College of Arts and Sciences

My vision for restructuring that appeared in the document of September 15 provided a framework for further discussion of operating principles and procedures for the unified College. Since this document was released, I have sought input on many of these issues from many individuals and groups. I have met one-on-one with every chair and director from the departments and programs that will make up the new, unified College and also attended at least one faculty meeting of every department in the College. I have 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 faculty and staff groups, other College deans, vice provosts, as well as the Provost and the University President. From all of these discussions, some more concrete ideas have emerged concerning the basic operating principles and procedures for the unified College. These ideas, as they stand at this point in time, are presented here. It should be kept in mind that these policies continue to take shape as more faculty, staff and administrators provide valuable input. As such, this document might best be described as a progress report on the development of operating principles for the College that builds on my September 15 document. Several of these issues are presented here:

(1) Administrative Structure

The College of Arts and Sciences is to be led by an Executive Dean 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 deans will head three divisions that make up the College: Arts and Humanities, Natural and Mathematical Sciences, and Social and Behavioral Sciences. We have decided that 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. Our 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. Finally, 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.

The current reorganization process has provided an excellent opportunity for us 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 we have examined 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. We are in 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. 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. Our goal is not to centralize all services; local delivery models are sometimes better than centralized models. Rather, we are using 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.

(2) College Budgeting

Perhaps one of the biggest changes for Arts and Sciences is in the procedures associated with allocation of the collective budget. 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 me 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.

(3) 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 way we allocate resources for faculty hires will reflect these goals and objectives. Sometime in the spring each year, department chairs and program 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 I 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, we plan to eventually create an overall College strategic plan that blends the individual college strategic plans that have been articulated previously.

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 our 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 or program, the College, and the institution through solid disciplinary or interdisciplinary hiring decisions.

(4) Tenure and Promotion Procedures

The topic that has prompted the most questions and discussion with respect to restructuring has been how tenure and promotion will be handled in the unified College. This is not surprising given that, second only to faculty recruitment, tenure and promotion are the most important decisions made concerning our faculty. We anticipate that 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.

(5) College Shared Governance, Policies, and Other Procedures

Other areas of the restructuring that have received much attention and discussion include the committee and governance structure of the College and a number of policy and procedure changes that will be necessary to assure the unification of the arts and sciences. 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, we are currently following the multi-step procedure laid out in the university faculty rules for creating the unified College.

The current administration of the Colleges of Arts and Sciences is committed to the idea of shared governance in the College. To this end, I appointed two task forces to make recommendations about college committee structures and faculty/staff/student input on College matters. These task forces are currently meeting to explore possible structures and functions of faculty and staff advisory and policy committees. These committees will then be used to make recommendations to the deans on many specific policies and procedures, recommendations that 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 of the College; the recruitment and development of jointly hired faculty; and studying the curriculum development and change procedure especially in light of our move to a semester system.

Concluding Remarks

Over the last nine months we have enacted several changes in preparation for our move toward a more unified arts and science organization here at Ohio State. We have put the finishing touches on a new budget model for the collective college, have reorganized the central staff of the five existing colleges, have articulated new roles for the divisional deans and associate deans, and are establishing active faculty and staff advisory committees to provide important input into college decision-making. I plan to have the general framework for the reorganization of the arts and sciences completed by the end of this academic year. After the CAA, Faculty Council, and the University Senate review and, hopefully, approve the request made by Interim Dean Joan Leitzel to restructure the arts and sciences at Ohio State, we intend to have everything in place for a smooth transition to a unified College. As this document has indicated, there are at this point many details concerning the restructuring that need to be worked out. I will continue to consult closely with faculty, staff and student advisory groups while working on these procedures, policies and details. Together, we will continue to plan vigorously and aggressively push forward in a thoughtful way that is mindful of the long-term future of the new College.

As I wrote in my September 15 document, in the end, 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 Ohio State should strive to be among the best colleges of arts and sciences in the world.

Respectfully submitted by,

Joseph E. Steinmetz
Executive Dean and Vice Provost of Arts and Sciences
April 12, 2010