Shared Department Heads’ Ideas about RJ/Structure Questions

**What problems do you want to see the restructuring of the College address?**

**STAFFING & SKILLS**

- Lack of staff who can do the jobs they are hired to do is severely hampering operations and growth. Not all existing employees are working effectively, and a new ED has to take a cold, hard look at problem areas. But much more important is simply the lack of enough staff to carry out the tasks that the College requires for P&T review, answering budget questions, preparing digital media, assisting with details on grant applications, and completing other jobs.
- We also need more staff at the department level. If staff are to be shared between departments, then vacancies must be filled immediately to prevent gaps in the workflow that affect departments and the College. College admin also needs to listen more closely to departments about what staffing needs they require; micromanagement of job descriptions in the interest of stretching staff use is a current problem.
- This is not only a College problem, but the new ED has to push hard on this: salaries are much too low for skilled staff. Working conditions and low salaries are driving good employees away and keeping new staff from joining us.
- Reassessment of the roles and job duties associated with the Dean’s current cabinet positions would be useful, given that some were defined many years ago when the university was a less complex corporate entity.
- Workflow is a significant problem. Staff and administrators need to respond quickly to queries and changing conditions on the ground; often department queries sit for days, even weeks or months, without responses. Communications from associate deans are rare, except to ask for information they need for some project or to transmit information from another office. We understand that some College staff have been given time to work on graduate degrees; given that they are already over-taxed and cannot meet current needs, this seems unacceptable at current staff levels, as nice as it is for them.
- The broken systems currently in place are a major problem. **Communications**, for example, has been a major bottleneck for departmental and center website management and for communications with alumni, donors, and even current students and staff. We have been micromanaged to a ridiculous degree and communications across the college are suffering. **Development** also lacks the ability to provide information and real assistance for donor events and cultivation; most of the work is put on department heads, who are already time-limited and have little access to real planning, calendar, or donor cultivation assistance.
- Lack of effective use of current technologies. Why do we not have DocuSign in place? Kate Spraetz from DocuSign confirms that they have models for education, and that access for the Graduate School, Provost’s Office, CAS, and other key paperwork generators could be bundled. Why does the administrative staff use Doodle Polls to schedule meetings with Dean? So many areas could be made more efficient.
UNDERMINING OF SHARED GOVERNANCE

- Time after time, faculty are asked for their input. They spend months–years even–doing their best to provide thoughtful, well-informed perspectives on a policy or plan. And then they are ignored and the central administration does what they were planning to do all along. This has led to deep distrust among the faculty. And, in turn, we feel that we are not respected from the top down. The new ED needs to work to repair these relationships.
- The consultant culture of the last three years has hollowed out the remnants of shared governance. The conclusions are drawn in advance through the structure of the questions posed, especially overlay and affinity with regard to CAS and the restructuring, or consultancy happened in last-minute, poorly timed meetings during peak covid with very little input from faculty who were scrambling to teach online and maintain their research.
- A start for the above is to ensure that there is an open, faculty led search for the new ED with input from all constituents. Then the ED should have the right to sweep CAS clean and hire 100% Divisional Deans from outside. At the very least, there need to be proper faculty-led searches for the Divisional Deans to make recommendations to the ED, not just appointments by central administration, even if one or more of the DD searches stays internal.

SPACE

- Too many units are in poorly maintained, sick/unhealthy, and outdated buildings; faculty are awkwardly and unnecessarily spread across multiple buildings. The sciences and some social sciences need laboratory space, while the humanities have been promised (for almost a decade) direly needed office and teaching space in a dedicated Humanities building. If the College wishes to attract the best faculty and graduate students, grow enrollment, impress donors, and retain tenure-line faculty, the current physical plant of many departments is not acceptable or sustainable. We/l was glad to hear that a new, large Humanities building is part of the newly designed Master Plan. We would like the new DD of the Humanities and the ED to advocate for this building and make sure that it is large enough to house all the Humanities departments, the Humanities Center, and Marco, as well as more classrooms to meet the needs of our growing student population.
- Though units are increasingly urged to connect with the public, potential donors, and alumni and to host educational events that provide non-traditional learning environments, there are almost no facilities on campus that are freely available for them to do so. The current conference center is off campus, is unappealing and dated, and charges for its use. On campus, educational and research-oriented events are subordinated to those of student groups for use of auditoriums, conference rooms, and sometimes even classrooms. We need a modern, appealing, dedicated space for faculty, departments, and centers that includes auditorium and tiered classroom space, conference rooms, and conferencing space.

LINES
• The College has not been able to increase the number of tenure-stream lines in the last ten years, and the SCH basis of BAM suggests that motives will be strong to “save money” on NTT lines, as the College and Provost have in the past. How can a restructured CAS make that happen?
• The priority has to be on TT lines in the long run, even if basic skilled staff is the first condition of effective departments and colleges.
• NTT faculty in most of our units are still underpaid, and they’re being asked to absorb the brunt of the teaching of these very large entering classes; resources need to flow to faculty lines, TT and NTT. Again, how will a restructured CAS remedy this situation?

What are the key issues that we must address in the way the College is restructured?
• Arriving at a clear administrative structure and at the correct balance between the authority and powers of the Divisional Deans and the Executive Dean will be crucial—and difficult. This requires lots of faculty input that will be taken seriously. If there is a structure already worked out behind the scenes, it needs to be brought into the light for scrutiny.
• A two-year pilot is a too short amount of time for changes of this magnitude. Given that, from the beginning we need to see a rubric for success that will be used to make the final decisions about the future of the College. Feedback should be solicited from faculty at the end of the first year, for instance, on how well the new structure is meeting the specific goals the new administration sets out for itself.
• There should be DDs for each division, obviously, to deal with the specific needs of the divisions and advocate for them with the ED, but functions that cross divisions should have central coordination, perhaps with appointed Associate Deans (AD). The curriculum, for instance, should remain under a single Associate Dean. For Communications, there could be an AD (faculty) or Director (staff) at the top, but at least one staff person employed full time to work on the needs of each division; same for IT. We do not want to see functions unnecessarily duplicated in each division. Divisions need staff to handle P/T and other personnel issues. The College is too large for the current staff level in personnel. Divisional staff will also provide overlap so that the entire college will not shut down when a staff member takes a vacation or other leave.
• Constant assessment by the ED of the new budget model with recommended revisions. One important task: remind central administration that the support units exist for exactly that—to support the academic units of the university. We do not exist to support them. So, for instance, student success is very important—but so is recognizing that student success occurs most fundamentally at the department level, in our classes and during faculty mentoring. Departments need “student success” resources to do that better.
• One of the major problems in the process we foresee is that so much will be done in the summer (again) when faculty on nine-month salaries are doing work they cannot get done when teaching. We ask that all the crucial conversations and decisions are made during the academic year, when faculty can give its full input.
- We understand that Özlem Kılıç will be in charge of the new College of Interdisciplinary Studies. We do not understand what the authority of this new College will be, and what the relation of this College will be to the College of Arts and Sciences, which has so many IDPs itself, and has departments that participate in “intercollegiate” IDPS.
- Not all departments fit neatly into the divisions of Humanities, SS and NS. Africana Studies is a perfect example. Several are comprised of diverse faculty whose work aligns with each of these divisions. We need a College structure that accommodates these departments as well, in tenure and promotion decisions, decisions about hiring and start up, and space needs.

A draft proposal for reorganization of CAS:

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Executive Dean
  overall budget

Director (S)
  HR

Director (S)
  Communication & IT

Director (S)
  Head financial officer

Director (S)
  Development

Dean of Arts &
  Humanities (F)
  Divisional budget, research admin, personnel (100%)
    Communication (S)
    Financial officer (S)
    Development (S)

Dean of Social
  Sciences (F)
  Divisional budget, research admin, personnel (100%)
    Communication (S)
    Financial officer (S)
    Development (S)

Dean of Natural Sciences
  and Mathematics (F)
  Divisional budget, research admin, personnel (100%)
    Communication (S)
    Financial officer (S)
    Development (S)

Associate Dean (F)
  DEI

Associate Dean (F)
  Curriculum
  Graduate Studies

Associate Dean (F)
  IDP, Center Directors,
  College Scholars
  Advising

Associate Dean (F)
  Infrastructure

Assistant Dean (S)
  Online programs

Assistant Dean (S)
  Advising
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A draft proposal for reorganization of CAS (I think that we are missing the associate Dean for research in the scheme):

Executive Dean
overall budget

Director (S)
Management

Director (S) Communication & IT

Director (S)
Head financial officer

Director (S)
Development

Dean of Arts & Humanities (F)
Divisional budget, research, administration, personnel (100%)
Communication (S), Financial officer (S), Development (S)

Dean of Social Sciences (F)
Divisional budget, research, administration, personnel (100%)
Communication (S), Financial officer (S), Development (S)

Dean of Natural Sciences and Mathematics (F)
Divisional budget, research, administration, personnel (100%)
Communication (S), Financial officer (S), Development (S)

Associate Dean (F)
Curriculum Graduate Studies

Associate Dean (F) Infrastructure

Assistant Dean (S) Online programs

Misty Anderson
1:29 PM Nov 8
I think the idea was that each dean would serve that function so that the NS folks would have their own, etc.

Anonymous
9:14 AM Yesterday
Personally, I think that having divisional deans also do research will miss opportunities for interdisciplinarity. I'd prefer a college level assoc dean of research with divisional staff under them.

Anonymous
9:14 AM Yesterday
Sorry, I'm anonymous. This is Nicholas Nagle