

Social Sciences Divisional Structure Pilot Task Force  
January 19, 2023 summary

- Have held 2 open listening sessions, 1 staff-specific listening session, and attended 2 department meetings, allowing us to have opportunities to hear from stakeholders across all SS units
- Themes:
  - **Over and over, a central conflict emerged:** how do we maintain A&S as the heart of the university, without creating more administrative positions, processes, layers, and silos and without the goal of “greater efficiency” serving as the tool to dismantle and eliminate A&S.
    - Concern for maintaining the identity of A&S as primary for faculty, with divisional structure being largely “behind the scenes” or more administrative
    - Immense need to focus on **staff issues** at the college level. The college needs more staff, without siphoning staff positions or resources from current units. We need more staff, not more administrators.
    - Consistent support for a model that looks more like that of the department heads and less like that of Dean Lee. Need to reduce “middle management” not increase it.
    - Many of the IDPs should have a home not in a new college but in the SS division with the restructured College
    - Budgets need to be centralized at the college (Executive Dean Level), not at the Divisional level
    - It may make sense to have research staff within each division, but it makes no sense to have an associate dean for research in one division but not all divisions.
  - Continued mistrust that this is all an exercise, that the Chancellor still plans to break up the college no matter what happens during this “pilot period”. With so many changes happening at one time (new administrators, staff, funding model, etc.), how will we know what is the source of any success or failure?
  - Without clear objectives / purpose, how can we come up with success metrics?
    - Impact on *students* – sense of belonging, identity, connection, not just a number in a “well-oiled machine”
    - Faculty and staff well-being, not just productivity.
  - **In sum: maintain identity as A&S, improve “efficiency” via increased staff and cutting out middle management, clarify purpose, and focus on people, not just “metrics”**