

College of Arts and Sciences
MEETING OF THE ASSEMBLY
Tuesday, September 25, 2012
Oakland Center Lake Superior Room A

Members present: *Berven, D., Berven, K., Boyer, Clason, Connery, Dvir, Eis, Estes, Giberson, Graves, Grossman, Hastings, Lau, Lombardo, Meehan, Pfeiffer, Reger, Roth, Spagnuolo, Tardella, Turett, Wiggins, Wang, Wood, Zeng*
Members absent: *Dulio, Grimm, Lombard, Lorca, Rosenthal*
Ex-officio present: *Jhashi, Moore, Stewart*

1. Call to Order

Acting Dean Tamara Jhashi called the meeting to order at 3:30 p.m.

2. Appointment of Secretary, Dikka Berven, and Parliamentarian, Jerry Grossman

Acting Dean Jhashi appointed Dikka Berven to be Secretary, and Jerry Grossman to be Parliamentarian.

3. Approval of Recommended member for the Elections Committee

Recommended new member:
Kanako Taku, *Psychology* (Social Sciences), 2012-2015

Continuing members:
Claude Baillargeon, *Art and Art History* (Humanities), 2010-2013,
Adolfo Campoy-Cubillo, *Modern Languages and Literatures* (Humanities), 2011-2014

Recommended Chair for Elections Committee:
Claude Baillargeon

The above recommendations for the Elections Committee were approved unanimously.

4. Election to the Executive Committee (three vacancies):

Executive Committee members were needed in the following areas:

Humanities 2012-2014—
Language Literature 2012-2014—
Social Sciences 2012-2014—

Continuing members: *At large 201-2013, David Dulio, Political Science*
Mathematics/Sciences 2011-2013, Brad Roth, *Physics*

Associate Dean Stewart went through the list of Assembly members to find out which members would be willing or able to serve on the CAS Executive Committee, and those who did not ask for their names be removed from the list comprised the ballot. Ballots were then distributed with the names of those who were willing to serve. The election results were as follows:

Derek Hastings (Humanities), Greg Giberson (Language/Literature) and Sylvie Lombardo (Social Sciences).

6. Approval of Recommended Members for the Graduate Studies Committee (GSC)

New members:

Andrea Knutson, *English* (Language/Literature) 2012-2014

Kelly Hay, *Communication and Journalism* (At Large) 2012-2014

Li Li, *Mathematics and Statistics* (At Large) 2012-2014

Continuing members:

David Kidger, *Music, Theatre and Dance* (Humanities) 2011-2013

Rasul Chaudhry, *Biological Sciences* (Mathematics/Sciences) 2011-2013

Todd Shackelford, *Psychology* (Social Sciences) 2011-2013

Recommended Chair for Graduate Studies Committee: Todd Shackelford

The above new members and chair were unanimously approved for the Graduate Studies Committee.

7. Approval of recommended members for the Committee on Instruction (COI)

New members:

Adina Schneeweis, *Communication and Journalism* (Humanities) 2012-2014

Baruch Cahlon, *Mathematics and Statistics* (Mathematics/Sciences) 2012-2014

Kapila Castoldi, *Physics* (At Large) 2012-2014

Continuing members:

Mary Hartson, *Modern Languages and Literatures* (Language/Literature) 2011-2013

Terri Towner, *Political Science* (Social Sciences) 2011-2013

George Sanders, *Sociology*, (At Large) 2011-2013

Recommended chair for Committee on Instruction: Mary Hartson

The above recommended new members and chair were approved unanimously for the Committee on Instruction.

8. Information item: Members of the CAS Committee on Promotion for 2012-2013

Members of the CAS Committee on Promotion for 2012-2013 include:

Thomas Discenna, 2011-2014, Sean Moran, 2012-2015

Marshall Kitchens, 2011-2013, Brad Roth, 2012-2015

Paul Kubicek, 2010-2013, Darrell Schmidt, 2011-2014

9. College of Arts and Sciences Structure, Susan Awbrey

Acting Dean Jhashi welcomed Interim Provost Susan Awbrey to the Assembly meeting, to talk about an idea for consideration concerning the possibility of a new structure of the College of Arts and Sciences. Ms. Awbrey passed around a handout to explain the possible reorganization of the College of Arts and Sciences into Four Schools under the umbrella of the CAS, as follows:

- **School of Fine and Performing Arts**
- **School of Humanities**
- **School of Natural Sciences**
- **School of Social Sciences**

She indicated that each School would have a Head or Director who would report to the Dean of the CAS. Each School would have its own CAP. She informed Assembly members that she had come to the Assembly to hear what they had to say about this idea. She emphasized that this was so far just an idea.

There followed a lengthy and animated discussion of the pros and cons of this idea. Ms. Wood wanted to know where the department of Art and Art History would go, and Ms. Awbrey said they would have to figure out where they would fit. Ms. Wood said that she believed the English department would have the same problem, and Ms. Reger added that Women's Studies would also not know exactly where they would fit in the new restructuring.

Ms. Wood asked if there would be multiple CAPs instead of the CAS CAP, and Ms. Awbrey replied that this would be the case. Ms. Wood said that in theory this was fine, but was concerned about where the people would be found for these CAPs.

Mr. Turett asked about the department chairs and their role. Ms. Awbrey said the chairs would be the same as they are now, and they would report to their Head.

Mr. Turett then asked about the budgets for the departments, and how the budgets would work. Ms. Awbrey said there would be the 'big budget' and then also 'little budgets.' Ms. Wiggins said that this reorganization would be a godsend for MTD, and she added that, in reference to Ms. Wood's question about where Art and Art History would fit, she thought it would be beneficial if Art and Art History were with MTD so that they would have more historians working together and so it would be a positive move for both departments.

Mr. Clason said he was concerned about where he would find faculty members to teach in the MALS program.

Mr. Roth observed that the natural sciences group has had a good situation with Virinder as Provost and Kathy Moore as Associate Dean of the CAS, but with Kathy Moore leaving as Associate Dean and Virinder gone as Provost, they now need someone to represent them. He said that the sciences have a different program than other departments and they need representatives at the higher levels. He added that theirs could be the problem that led to this idea of restructuring. Ms. Zeng pointed out that other universities have Divisions of Sciences, and she said that we need someone who understands the sciences, and people who understand that there is an interdisciplinary connection between the sciences.

Mr. Grossman asked whether the Heads in the restructuring would be academic administrators. Ms. Awbrey said that they would be. Mr. Grossman said that in that case, we would be going with three extra offices, and he wondered why this would be worth it, citing the overhead and administrative costs of such a move.

Ms. Wiggins said that in MTD, there has been a lot of interdisciplinary work although their department is by nature separate entities, but their unit works very well now as one entity.

Mr. Lau expressed his concern that the restructuring move would not be good for the voice of the unified College of Arts and Sciences. Ms. Awbrey replied that the restructuring would represent departments coming together as an entity. She pointed out that other universities do have separate colleges similar to the proposed idea. She agreed that the CAS needs to have a strong voice, but she did not think this plan would prevent that. Mr. Lau noted that the Journalism department is divided in half, and he wondered how these two halves would be aligned.

Associate Dean Moore expressed concern that it sounded like people think the CAS is broken. She said she has attended national meetings of Colleges of Arts and Sciences, and she does not see a compelling reason for this new structure—it is not on the radar as far as she is concerned.

Mr. Grossman said he has sympathy with Ms. Wiggins, but he thought that two years ago the Assembly had expressed support and voted, making MTD a separate school within the CAS.

Ms. Jhashi said that the issue of growth needs to be considered, and it is hard to sustain the growth because the CAS has so much work compared to the other schools—growth has to be managed or else it is chaotic.

Ms. Lombardo asked who would benefit from this restructuring, because although it would be good for MTD, it would not necessarily be good for the rest of the departments. Ms. Awbrey said that it would be a benefit in the identity of the departments as new Schools rather than as diffuse departments. Associate Dean Stewart said that the nature of identity is interesting, and asked how tied departments are to go all one way or the other. He pointed out that we have a contract that specifies departments, and so he wanted to know what would be done about this. Ms. Awbrey replied that the contract would have to be amended. Mr. Grossman added that the constitution would also have to be rewritten.

Mr. Giberson said that being in the CAS is more powerful than being in the School of Humanities would be, and he questioned whether and how the School of Humanities would have a stronger voice than the CAS presently does.

Ms. Pfeiffer concurred with others who had said that this move would be beneficial for MTD, but otherwise, it is a conceptual shift and she wanted to know why this would

be practical. Ms. Awbrey replied that it is time to figure out how we are going to grow into the future, and to create a structure that allows the CAS to grow into it.

Mr. Connery said that he could see some advantages, but more disadvantages to the restructuring. He suggested that the university might not be growing as fast in the future as it has been, and so it sounded to him like planning for something that might not happen. He said it is time to consolidate and repair after this period of intense growth of the university. He recalled that years ago there had been talk about a School of Humanities because the humanities felt that they were being overlooked, but this restructuring might actually be an easier way to starve the humanities. He said that a budget would isolate groups, and he is not comfortable with that idea.

Mr. Meehan said that as Mr. Grossman had observed, he also thought the MTD problem had been solved. The other constituency is the sciences, and he asked what exactly is the problem that they are trying to solve? He asked whether they want to get an Associate Dean who is in the sciences, which he said would make more sense. He said the restructuring idea is like a family that does not want a divorce, and we need a discussion about identity, but we do not to create a structure that would increase problems instead of decrease them. Mr. Grossman agreed that the artificial groupings proposed in the restructuring would not increase identity but rather decrease it.

Ms. Moore said that the impact of the Dean of CAS at the Dean's Council needs to be taken into consideration, because all of the Deans have the same amount of time at this Council, no matter how big their school. Mr. Stewart said the same thing happens at Academic Council—the large proportion of students in the CAS means that the Associate Deans are compelled to represent them, and so they have to be on every subcommittee and it is a tremendous amount of work.

Ms. Wiggins said four Deans could work closely together, and she was frustrated that the MTD and the CAS do not get what they should in terms of resources at the present time. She added that we need better representation, and reiterated that we should have four separate colleges.

Mr. Meehan said that the money would be divided, and decisions made more divisively, and this is not the right solution to the problem. The CAS should get more money because we make product in the classroom as well as product in the laboratories. We should get our fair share for all the work, but subdividing the CAS will not get it.

Ms. Jhashi said there is a disparity in terms of voice—there is only one Dean at the table for the CAS, which is not fair. The CAS provides 62% of the students, but has only one Dean. Mr. Meehan said we should reward the people who get the job done, and the CAS does the job—so they should get more money. Mr. Giberson said that having four Deans would dilute our interests, and in dividing, we lose our strength.

Ms. Reger asked where this idea came from in the first place, and what would be the decision-making process if there were to be a restructuring. Ms. Awbrey said that two entities had come forward, one to be a school within, and one to be a school outside. She said that she is there to listen to what the CAS wants, and there are strong voices within that do want this restructuring. Ms. Reger said that she thinks this is very dramatic, and should be the beginning of a very long conversation before any action is taken.

Mr. Grossman said that a department cannot secede from the CAS because this would violate the constitution and the contract. He pointed out that to do so would require a popular vote of the faculty.

Mr. Dvir said that there are two sides to this question, and it is important where the resources would go. He said that it is an old system, how the money is doled out, but this is not always the case and access is not always given by the Dean. There are impediments to many things that are operationally unfeasible. The structure is not great when it comes to resources, and he thinks this restructuring would be better. There are times when action is required that needs a faster response time, and it is all about improving operations of the current structure. He said that the units need more discretion for resources, and it may be hard to see the immediate benefit for this, but he asked where we would be today if we had had more independent structures. He said we would be able to grow to a different level and jump into the next step. He pointed out that the School of Health Sciences which is small by comparison to the CAS and departments in it, got their own new building, and now Engineering will be getting their own building. He attributed this to the fact that they are their own Schools and so they have a stronger voice.

Mr. Meehan agreed that this may be true, but there is not a good operational structure, and he asked why we should therefore do the restructuring. Instead, he said we should get a Dean who will be the Dean for all of us. The problem is that the Dean's office is walled off from the faculty and we have not figured out what we can do as a College. He added that everyone is vying for resources, but the problem is that there is no rational allocation for money, and that is his history.

Ms. Moore said that in her opinion, the CAS is functional, and she has always seen total cooperation, more so than in the Schools. She said there is no comparison, but she agrees that there are institutional problems. Mr. Dvir said that is true. He observed that there are sixteen departments in the CAS, but the Biology department is bigger than both the School of Health Sciences and the School of Engineering. He said we need increased autonomy in order to function, and fix the problems. He added that there are different criteria for the sciences than there are for the MTD, and he is not especially comfortable sitting on CAP for a review for someone in MTD, for example.

Mr. Connery asserted that he disagreed so much that he could not possibly disagree more. He said the existing structure has worked fine for Biology, but various groups within the CAS have different levels of access to the Dean.

Ms. Wiggins said that what Mr. Dvir said rings true for her, and she recommended that Assembly members go back to their departments to see what their faculty colleagues have to say. She said that this restructuring is a first ray of hope, money and control of your own situation. She added that this can only be beneficial, and there could be wonderful advantages.

Ms. Pfeiffer said that it is her first year as chair of her department, which she realized is true of other chairs as well, but that there are lots of changes going on at the university at the present time, including searches all over the university. She pointed out that it is a year of transition and institutional stress, and not the best circumstances in which to make a decision as important as this. Mr. Roth disagreed, and said this might instead be just the right time, before a new CAS Dean is hired. Mr. Giberson said that he did not think it was a good selling point for a new Dean, if we are talking about restructuring the CAS.

Ms. Wiggins argued that MTD's association with the CAS has hurt her department deeply and she thought there may also be other departments who are as disgruntled as she is. Ms. Zeng said that the reason the CAS functions so well is because of the faculty members, and if they were given a better infrastructure, they could grow into it. Ms.

Moore said one of the strengths of the CAS is synergism, and the freedom to develop academic programs. She said that the other Schools have not been able to do this, and we all benefit from high-quality programs at both the graduate and the undergraduate levels. She said we have been hiring spectacular faculty, and gotten the lion's share of positions in the university. She believes we can grow across the departments and not fight with each other for positions.

Mr. Dvir said it is a good discussion, but we are so stretched out so thin that we cannot sustain the growth any longer. He added that the structure may be working at the present time, but it will not continue to work for the future.

Ms. Awbrey said that she was not hearing a consensus among Assembly members, and that she was hearing strong voices in both directions. She suggested that Assembly members should talk to the people in their departments, they should think of there is a situation where a group might leave the CAS, they should think if there is a group that would want to become their own School within the CAS, or we should decide whether we want to stay the way we are.

She thanked the members for the discussion and said she would return at a future date.

10. College Update

- Ms. Jhashi thanked CAS members for working with her as she begins her year as Acting Dean. She said that we are all here for the same reason, and she is here to improve the institution as an advocate for the CAS.
- She said there are 18 new faculty members in the CAS this year, and she encouraged Assembly members to go to the CAS website to read their profiles.
- She updated the Assembly about the building proposal and said she has written a paragraph that is generic but it is going on the BOT agenda. She wants to meet with departments that would be located in the new building, and she wants to look at the specifics of the building with these faculty members.
- She updated the Assembly that the CAS Dean's search is under way.

11. Adjournment

The meeting was adjourned at 5:00 p.m.

Respectfully submitted,
Dikka Berven