

## **A Revised Federation for the Arts and Sciences**

The Colleges of the Arts and Sciences review committee submitted its final report in late April, 2008. The committee found that academic excellence in the arts and sciences would be enhanced by a redesign of the current dysfunctional structure of the arts and sciences, though it was not prescriptive about their ultimate configuration.

The committee report did, however, underscore the need for a realistically functional structure, one not replicating the problematic “sixth college” identity of the arts and sciences federation.

The changes described in this document are the president and provost’s response to the report, and they benefit from the advice and support of faculty leadership. This response also considers the thoughtful and collegial feedback and interactions with various groups and individuals over the last several weeks and months regarding this review.

The purpose of these changes includes:

- strengthening the arts and sciences so as to elevate their stature and visibility;
- ensuring a unified, effective voice for the arts and sciences;
- coordinating resources to respond flexibly to emerging issues;
- promoting collaborative relationships that strengthen individual units and the whole; and
- assuring and reinforcing the quality of graduate education, the undergraduate curriculum, and undergraduate advising.

Consistent with the recommendations of the review report, movement to a multi-college structure with newly configured colleges and departments has been rejected as not providing significant gains with respect to the original goals of the arts and sciences federation. There has also not been sufficient study of the implications of any large-scale combinations and eliminations of units to chart an appropriate course of action with confidence.

The possibility of a return to the earlier five-college structure has similarly been rejected because it would signal a return to the college “silo” approach that prompted the establishment of the federation in 2003. One overriding concern identified in the report was the need for structural changes that would enhance and facilitate cross-unit research and teaching in the arts and sciences. Reinforcing the boundaries between the five colleges would not accomplish this goal.

### **Action Steps**

The steps to be taken recognize that the foundational academic unit is the department/school. These steps also follow the general recommendation of the federation

of the arts and sciences review committee to create a more integrated federation, bringing together all the faculty, resources, and academic programs that currently reside within the five arts and sciences colleges. Budgetarily, such a structure should result in a single, unified “responsibility center.”

Steps toward this goal will be taken in two phases to provide minimal disruption of faculty efforts and allow sufficient time to optimize efficiencies and resource reinvestment in academic quality and strategic priorities within the arts and sciences.

Phase I. In the first phase, the focus will be on administrative and budgetary changes and will not involve establishing, abolishing, or altering any college or department. Existing departments will continue to have chairs, and colleges will continue to be led by deans, although those deans will be expected to work with a significantly greater collective perspective than in the past. An interim executive dean and vice provost of the Federation of Arts and Sciences Colleges (with a one-year term) will be appointed to lead the federation until a permanent appointment is made. Dr. Joan Leitzel (biography below) has agreed to serve in this capacity effective August 1, 2008.

The executive dean/vice provost will have budgetary authority for the federation and control over all resources generated through the university’s various budget systems for arts and sciences units. The executive dean/vice provost will have the ability to delegate that authority, as appropriate, to other administrative officers within the federation. Promotion and tenure assessments will follow the standard department-to-college-to-provost processes. The executive dean/vice provost will provide counsel to the provost for all federation P&T cases. Coordination of staff functions in the federation will be led by the interim executive dean/vice provost and her administrative team.

A national search for a permanent executive dean/vice provost for the federation will begin during summer, 2008.

An interim divisional dean (with a two-year term) will be named to lead both the College of the Arts and the College of Humanities. Effective July 1, 2008, Dr. John Roberts will begin to serve in this capacity. An interim divisional dean (with a two-year term) will be appointed to lead the College of Biological Sciences and the College of Mathematical and Physical Sciences. Dr. Matthew Platz has agreed to accept this appointment, effective July 1, 2008. An interim divisional dean (with a two-year term) will be appointed to lead the College of Social and Behavioral Sciences. Dr. Gifford Weary has agreed to serve in this capacity, effective July 1, 2008. (Biographies of Drs. Roberts, Platz, and Weary appear below.)

These three interim divisional deans will share the goal of realizing the greatest academic potential for the arts and sciences as a whole, valuing the collective good over college-centric interest. Yet they will be expected to remain closely involved with their reporting colleges so as to understand and reflect college-specific issues and perspectives. Along with the executive dean/vice provost, the divisional deans will be charged with balancing individual college/department interests with those of the federation as a whole.

To ensure a proper balance of collective and college-centric views, a federation executive committee will be created. The executive committee will be appointed by the executive dean/vice provost and will include the following:

- a. the three interim divisional deans
- b. two elected faculty representatives from each college (with two-year staggered terms); and
- c. one elected staff member from each college (with two-year terms).

The executive committee will be expected to advise the executive dean/vice provost on all matters affecting the federation, with particular emphasis on strategic planning and budgetary and human resource issues.

This first phase of change will focus on achieving new organizational efficiencies that will set the stage for bold and innovative academic affinities, as well as develop patterns of cross-unit cooperation and integration consistent with federation goals.

Phase II. Depending on experiences with the initial changes in administrative structure, proposals may be developed at a later time for the formal consolidation or reconfiguration of academic units in the federation. Such changes will require additional discussion and the involvement of multiple constituencies. Any adjustments to such academic units, guided by faculty-driven assessments, will follow all governance processes (3335-3-37) and will be designed to promote the achievement of our primary objective: the academic excellence and prominence of the arts and sciences at Ohio State.

Given the evolution of administrative processes and perspectives, and because of our commitment to assess performance against goals, a formal review of the federation's operations will take place following the third year of appointment of a permanent executive dean/vice provost.

It is important to note the following about these action steps:

1. There will be no change in the designation of the Federation of Arts and Sciences (3335-1-05B);
2. There will be no change in the existence of the federation's current colleges or departments (3335-1-05F); these colleges will be led by three rather than five deans in order to stimulate and foster the naturally occurring common interests of the units;
3. Changes in budgetary control are administrative matters within the authority of the central administration of the university (3335-1-05 H-2);
4. Creation of titles (e.g., vice provost of the Federation of the Arts and Sciences) is an administrative decision within the authority of the central administration of the university;

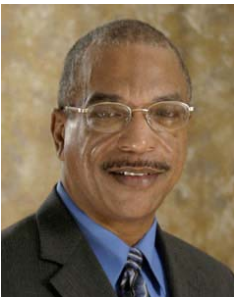
5. The movement to a first phase of change provides time for faculty, students, staff, and the provost to assess the efficacy of these changes, while also providing flexibility to move in a number of different directions, as appropriate;
6. This phased approach is designed to minimize the disruption of faculty time that can accompany administrative changes; it will also create and facilitate opportunities for greater cross-unit interactions in teaching, research, and service;
7. The anticipated administrative changes will result in the reassignment of administrative personnel based on new operational philosophies about the coordination of arts and sciences activities; and
8. Strategic planning and doctoral program review activities will continue and be integrated during the first phase transition.

The action steps described in this document will lead to the more tightly integrated arts and sciences entity recommended by the Colleges of the Arts and Sciences review committee. And that new entity, as it develops and matures, will provide Ohio State's arts and sciences with the voice and visibility—on campus, as well as nationally and internationally—that are fitting, needed, and essential to this academic heart of the university.



Joan R. Leitzel was professor of mathematics at The Ohio State University from 1965 to 1990, vice-chair of the mathematics department from 1973-1979, and associate provost for curriculum and instruction from 1985 to 1990. She served two and a half years at the National Science Foundation as a division director in the directorate of education and human resources. She was senior vice chancellor for academic affairs and provost at the University of Nebraska Lincoln and, most recently, president of the University of New Hampshire, retiring from that position in 2002.

Dr. Leitzel has served on the board of directors of the National Association of State Universities and Land-Grant Colleges and has chaired the board of the American Association for Higher Education. She received the Ohio State Alumni Award for Distinguished Teaching and the Ohio State Distinguished Service Award, the Hanover College Distinguished Alumni Award, and the University of New Hampshire Pettee Medal. Her baccalaureate degree from Hanover College, her Masters degree from Brown University, and her Ph.D. from Indiana University are all in the field of mathematics.



John W. Roberts is dean of the College of Humanities at the Ohio State University and a professor in the Department of English, where he teaches courses in African American folklore and literature. He has also served as chair of the Department of African American and African Studies at Ohio State. Before coming to Ohio State, he was a professor in the Department of Folklore and Folklife and served as director of the Afro-American Studies program at the University of Pennsylvania. In 2000, he was appointed deputy chairman of the National Endowment for the Humanities by the Clinton White House and served in that position until his return to Ohio State in 2002. Roberts has published widely in the fields of literature, folklore and African American studies. In addition to numerous articles and book reviews, he is author of *From Huckleback to*

*Hiphop: Social Dance in the African American Community in Philadelphia* (1995) and *From Trickster to Badman: The Black Folk Hero in Slavery and Freedom* (1989). He is also past president of both the American Folklore Society (1996-1998) and the Association for African and African American Folklorists (1988-1994). He is a recipient of a Guggenheim fellowship and a fellow of the American Folklore Society. He has a B.A. in English from Tusculum College in Greeneville, Tenn., an M.A. in English from Columbia University in New York and a Ph.D. in English from the Ohio State University.



Matthew S. Platz was named vice provost for academic policy and faculty resources on July 1, 2006, following a year's appointment as a faculty fellow. Since August, 2007 he has also served as interim dean of the college of mathematical and physical sciences.

He graduated from the State University of New York at Albany in 1973 with degrees in chemistry and mathematics. He performed undergraduate research with Professor Shelton Bank, which inspired him to pursue a graduate degree in chemistry. He then studied with Professor Berson at Yale University, where he was awarded the Wolfgang Memorial Prize for outstanding research. After receiving the Ph.D. in Chemistry in 1977, he spent 18 months pursuing postdoctoral research with Professor Closs at The University of Chicago.

In 1978 Professor Platz joined the Department of Chemistry of The Ohio State University. He has been an Alfred P. Sloan Fellow, a Camille and Henry Dreyfuss Teacher-Scholar, and the Melvin S. Newman Professor of Chemistry. He has won awards at Ohio State for both outstanding teaching and for distinguished research.

He served as chair of the Department of Chemistry from 1994 to 1999. During his term as chair, the Department of Chemistry renovated McPherson Laboratory, opened the Newman and Wolfrom Laboratory, and hired 15 new faculty members.

In 2001 he was named Distinguished University Professor.

Professor Platz is interested in the use of photochemical methods to study radicals, biradicals, carbenes, and nitrenes and in using reactive intermediates to

inactivate pathogens that threaten the blood supply. This work was recognized with the Cope Scholar Award of the American Chemical Society and the Remsen Award of the Maryland Section of the American Chemical Society.

The Platz laboratory has been continuously funded by the National Science Foundation since 1979, during which time Professor Platz has edited two books, mentored some one hundred undergraduate, graduate, and post doctoral research students, published more than 200 peer reviewed papers, delivered almost 200 invited lectures, and been awarded numerous patents.



An Ohio State faculty member since 1978, Professor Gifford Weary currently serves as chair of the Department of Psychology. She received the university's Distinguished Scholar award in 1984, and the OSU Distinguished Lecturer Award in 2000. Dr. Weary has been elected to fellow status in five professional organizations. In 1998 she served as president of the Society for Personality and Social Psychology. She earned her Ph.D. and M.A. from Vanderbilt University and her B.A. from the University of Kansas.

Dr. Weary has served as associate editor for *Psychological Science*, *Personality and Social Psychology Bulletin*, *Journal of Social and Clinical Psychology* and has been a member of the Editorial Boards of *Social Psychology Quarterly*, *Review of Personality and Social Psychology*, *Contemporary Psychology*, *Journal of Personality and Social Psychology*, and *Psychological Review*.

The bulk of Professor Weary's theoretical and empirical work has been devoted largely to articulating the influence of various cognitive and motivational influences on conscious and unconscious social perception processes. Her NSF-funded research falls into three major areas: (1) theoretical and empirical work on the role of motivation in stereotyping and attribution processes; (2) theoretical and empirical work on control motivated social cognition; and (3) the impact of chronic and temporary, optimistic and pessimistic expectancies on conscious and unconscious inferences about another's behaviors. This work has resulted in 6 books and over 85 articles and chapters.