



January 14, 2015

To: Michael Allen, Chair
Committee on Research

Ken Baerenklau, Chair
Committee on Educational Policy

Ken Barish, Chair
Committee on Planning & Budget

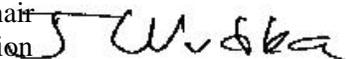
Bob Clare, Chair
Committee on Committees

Jennifer Hughes, Chair
Committee on Faculty Welfare

David Lo, Chair
Graduate Council

Linda Walling, Chair
Committee on Academic Personnel

College Executive Committee Chairs
Executive Council Members

From: Jose Wudka, Chair
Riverside Division 

Re: New College Proposal

As you are probably aware, the Provost/EVC has put forth the idea of merging the two largest colleges in the campus. He has now generated the attached summary that contains a rough description of the proposed new college, together with the rationale for embarking on this process. The document, though lacking in detail, does provide a rough description of the realignment.

I am requesting an expedited response in order to collect opinions on simply whether the campus should embark in the formal process that will lead to this merger or not. The question before you is whether the campus should pursue this idea, with the understanding that the final proposed college structure might differ from the one outlined in the attached document.

Should the campus decide to move forward with the college merger, there will be opportunity to propose revisions, and the final proposal requires approval by the Divisional Senate. This process is described in section IV.C of the Compendium and is summarized in one of the attachments to this message.

Please send your response by January 25

PROPOSAL FOR THE REALIGNMENT OF ACADEMIC UNITS AT THE UNIVERSITY OF CALIFORNIA, RIVERSIDE.

January 2015

Paul D'Anieri, Provost and Executive Vice Chancellor

In order to achieve the ambitious goals of the “UCR 2020” strategic plan, UCR proposes to realign its existing academic units. Doing so will facilitate devolving more financial authority and accountability to colleges and schools as we dramatically expand the faculty, and will help improve the undergraduate experience.

Currently, departments in the areas of arts, humanities, and social sciences are included in the College of Humanities, Arts, and Social Sciences (CHASS), and departments in the natural and agricultural sciences, along with the Agricultural Research Station and Cooperative Extension, are housed in the College of Natural and Agricultural Sciences (CNAS).

We propose to regroup these units in one of two ways:

Option A:

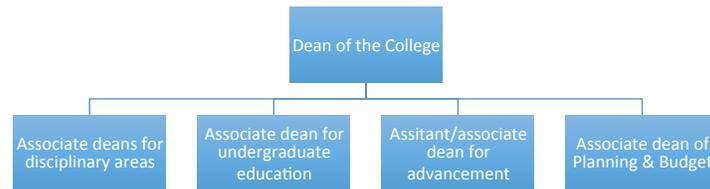
- College of Arts and Sciences, to include arts, humanities, social sciences, natural sciences.
- School of Agriculture, to include agricultural sciences (the departments of Botany & Plant Science, Entomology, Environmental Sciences, Nematology and Plant Pathology and Microbiology) and the Agricultural Research Station and Cooperative Extension.

Option B:

- College of Arts and Sciences, to include all of the academic departments currently in CHASS and CNAS.
- UCR Agriculture Institute: to include the Agricultural Research Station and Cooperative Extension.

In either case the process would not affect the departmental internal structure, so the effect graduate students or program curricula will be minimal.

Under either option the organizational chart for the deans office will the following general form¹:



Overall budgetary authority would reside at the dean level, and from the university perspective, the college, rather than the divisions, would be the primary administrative and budget unit. The dean would have the discretion to delegate decision-making to the Associate Deans.

The proposed realignment will be integrated with the current reorganization process and will conform to the goals of transparency and accountability.

The motivation for the proposed action and the benefits expected to be derived form it are listed in the following paragraphs. The realignment is not the only way for achieving these benefits, but it does provide a coherent process under which all can be addressed. It is the intention for the realignment to ensure consistency and eliminate redundancy when addressing these issues.

Problems to be addressed by the change.

1. Because the core of the university is divided into two colleges, many important matters (including the distribution of money, space, and faculty lines) have to be decided at the Provost/EVC level. This undermines the perceived efficacy of deans and department chairs, with negative consequences budget transparency and accountability. As the faculty expands, the concentration of decision-making authority in the provost's office will become more problematical. As it is, the roles of the Provost and deans overlap far more than is beneficial.
2. The proposed realignment will facilitate joint appointments among departments currently in different colleges. More broadly the new structure would facilitate and foster interdisciplinary interactions among faculty. For example, faculty could be jointly appointed across a greater range of departments without the involvement of more than one dean. Team teaching would be similarly facilitated.
3. Provision of the core elements of undergraduate education is shared across two colleges, creating significant coordination problems with negative impacts on undergraduates. This

¹ This organizational chart is included as an illustration of the intended structure for the new college; details such as the set of departments/programs under each disciplinary associate dean will be fleshed out in the full proposal.

structure forces key decisions in funding and staffing, and instructional infrastructure to be made at the Provost/EVC level.

4. Students switching majors between CNAS and CHASS report getting lost in the transition, increasing attrition and time to degree.
5. It is not clear that CNAS is sustainable as currently structured. Physical and Mathematical Science departments believe themselves to be undervalued in CNAS, and have voted to secede from CNAS.

Positive effects of realignment.

1. Putting the core arts and sciences disciplines in a single college will allow more decisions to be made at the dean level, which has three positive effects.
 - a. First, it will allow decisions to be made closer to the “ground,” by people (deans and associate deans) who have much deeper knowledge of specific programs, and to whom department chairs have much greater access.
 - b. Second, colleges could be given more control over their budgets, providing them greater incentives to cut costs and to find ways to increase revenues.
 - c. Third, removing many micro-level decisions from the Provost/EVC, would allow the Provost/EVC to focus more on longer-range strategy and on those issues that truly require campus-wide policy making.
2. The college structure will be designed to ensure various standard access points to the dean by departments (e.g. through the disciplinary associate dean, the associate dean of undergraduate affairs, associate dean of P&B, associate dean of advancement, etc.). In the current structure departments have a single access point through the disciplinary associate dean
3. Putting the core elements of the undergraduate curriculum in a single unit would clarify responsibility for that mission. This would serve students not only in that college (A&S) but also those in Engineering and Business Administration, who rely heavily on courses outside their home colleges. Putting that mission in a single college would also allow the relevant resource decisions to be made at the dean level, rather than the provost level, better aligning responsibility and accountability.
4. The proposed structure would facilitate curriculum changes and promote coordination of the general-education component of the curriculum
5. A single advising center stretching across the arts, humanities, social sciences and natural sciences would benefit students by allowing seamless transitions across those majors. It would benefit advisors by creation of a larger, more differentiated advising enterprise that could offer more opportunity for career advancement. Students could still receive personalized service from disciplinary specialists, but would encounter much less difficulty moving across departments/program, either to dual major or to change majors.
6. Inclusion of natural sciences (and potentially agricultural sciences) in a larger college would render irrelevant the balance-of-power issues that currently have the physical and mathematical science seeking to secede from CNAS. In a larger College of Arts and Sciences, rather than the perception of a dominant and subordinate group, there would very clearly be no majority or dominant department or division.

Issues in implementing change.

Implementing a change such as this would encounter at least three kinds of challenges. First would be moving forward with official approval of the change. This would require in depth work via the Academic Senate and the Office of the President. Second would be organizational changes. We would need to merge existing elements of the CHASS and CNAS deans' offices and advising operations. If a separate School of Agriculture is formed, we would need to form a Dean's office there. If we form a UCR Agricultural Institute, we would need to establish leadership and its reporting line to senior administration. Either transition would entail some disruption and cost. A third issue would involve faculty rights, in particular if we form a School of Agriculture [While this plan envisions entire departments being realigned, it might be possible to give individual faculty members some degree of voice in which college/school they would be in. It would also be possible, following current practice, for faculty to be appointed in more than one college/school.

It might be of concern that an immediate effect of this realignment will be the creation of a new layer of bureaucracy in the campus, resulting in more complicated procedures, a dilution of responsibility, and further decrease in transparency and accountability. That this is not the case will result from the responsibilities that will be delegated to the dean of the new college so that most regular actions will not require approval by the campus central administration. This cannot be achieved by expanding the P-EVC's office.

Next Steps:

If the Senate Executive Committee expresses non-binding support for this realignment, the next step would be to refine the plan particularly in regard to the disposition of agriculture in a realignment. Once this is worked out, we would begin the approval process, recognizing that finalizing a realignment would be contingent on that process.

College merger procedures (Compendium IV.C)

Wednesday, January 14, 2015

9:05 AM

The list below is a summary of the steps UCR would have to follow in order to merge the colleges of Natural and Agricultural Sciences and Humanities, Arts and Social Sciences.

- **Pre proposal**
 - Chancellor sends a 1-2 page pre-proposal to the Division Chair, Council Chair and Provost.
 - Systemwide Senate: simultaneous review by CCGA, UCEP, UCPB + any other committee chosen by the Chair
 - Opinions sent to the Council Chair to the Provost.
 - Council Chair + Provost decide whether further investigation is required. After these are addressed they provide formal comments

- **Proposal**
 - Campus writes a full proposal & sends it to the campus administration and Divisional Senate.
 - If approved: Chancellor sends the proposal to the Council Chair and Provost for formal review
 - Systemwide Senate: simultaneous review by CCGA, UCEP, UCPB + any other committee chosen by the Chair. CCGA forms a subcommittee with representation of the others for expedited review
 - If the merger affects graduate programs CCGA will send the proposal to the GC, the Graduate Dean & the Council Chair (presumably if this is not addressed in the previous comments)
 - UCOP: review by staff as decided by the Provost
 - Proposal may also be sent to the State Government
 - Comments from the Senate and UCOP to the Provost for a recommendation to the President
 - The President then makes a recommendation to the Regents
 - The Regents approve