Headline news

ARTS AND SCIENCES FEDERATION REVIEW REPORT

The mandated review of the Arts and Sciences Federation is now complete and the report is available online. The A&S federation was established in 2003 with the expectation that it would build strength both within and across the five colleges while achieving administrative savings. The review report reaffirmed the importance of the original goals, and urged that they be pursued aggressively. (These goals include elevating the stature and visibility of the arts and sciences and promoting collaborations among the colleges to encourage joint and cluster hiring, foster new curricula, broaden opportunities for students, enhance diversity, and reduce administrative costs.)

In addition, the committee report concluded that the arts and sciences organizational structure was dysfunctional, its limited authority impeding the development of an effectively integrated federation. Finally, the report stated that the federated structure has been an impediment to achieving many of the goals noted above.

These findings led the review committee to recommend that Ohio State create a far more tightly integrated arts and sciences entity. The exact nature of this change will develop over the next weeks in consultation with President Gee, Provost Alutto and the vice provosts. It will also be informed by ongoing comment from the faculty and staff and coordinated with applicable university governance processes.
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 Hucklebuck to
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 Wolfson 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.


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.
Provost Makes Administrative Changes
An Interview with Provost Joe Alutto

In 2003, a white paper developed by then-Provost Ed Ray and former President Karen Holbrook directed that Ohio State’s five arts and sciences colleges be organized into a federation. The new federated structure provided that each of these units—the Colleges of the Arts; Biological Sciences; Humanities; Mathematical and Physical Sciences; and Social and Behavioral Sciences—would retain its own dean, with an executive dean in the leadership role. This system was established with the expectation that it would build strength both within and across the five colleges while achieving administrative savings. Mandated by the white paper, a review of the federation was begun in autumn 2007 and a final report issued in late April, 2008. Provost Joseph A. Alutto has announced a number of administrative changes in response to the review findings. These changes are explained in “A Revised Federation for the Arts and Sciences.” The provost shares his vision for the arts and sciences in the following interview.

Q1. The arts and sciences are Ohio State’s academic core. What changes will be made within this crucial segment of the university and why?

A1. Let me start with “why.” The many, many interviews conducted by the arts and sciences review committee revealed that the federation—as configured—was dysfunctional. It was flawed by its limited authority. And, as a result, the federation could not provide the voice and visibility for the arts and sciences that these disciplines—so fundamental to our institutional reputation—must have. Ohio State could not afford not to address this situation.

With that in mind, I have made a number of interim appointments that will serve as the first steps in modifying the administrative structure of the federation.

First, I have appointed Dr. Joan Leitzel to the position of interim executive dean and vice provost of the Federation of Arts and Sciences Colleges. Many at Ohio State will remember Joan, thanks to her 25-year tenure in our Department of Mathematics. She was also our associate provost for curriculum and instruction in the late 80s. She then went to the National Science Foundation as a division director and, after a stint as senior vice chancellor for academic affairs at the University of Nebraska-Lincoln, was named president of the University of New Hampshire. After retiring from that post, she became chair of the Mathematical Sciences Education Board of the National Research Council. In the last few years, Joan has returned to Ohio and presently is director of the Ohio Department of Education’s Ohio Mathematics Initiative. I am delighted that a scholar and administrator of Joan’s eminence has agreed to lead the Federation of Arts and Sciences Colleges until a permanent appointment is made.

As executive dean and vice provost, she will have budgetary authority for our arts and sciences units. In addition, although promotion and tenure assessments will follow the
standard department-to-college processes, Joan will coordinate recommendations from the deans and provide input, as requested by the provost, for all federation P&T cases.

To support Joan in her new role, I have named three interim divisional deans. John Roberts will serve in that capacity for the Colleges of the Arts and Humanities. Matt Platz has been named interim divisional dean of the Colleges of Biological Sciences and Mathematical and Physical Sciences, and Gifford Weary has agreed to serve as the interim divisional dean of the College of Social and Behavioral Sciences.

John has been the dean of the College of Humanities since 2004. A professor of English, he earlier was as the college’s associate dean for faculty and research. John has also served as chair of the Department of African and African American Studies and was deputy chairman of the National Endowment for the Humanities from 2000 to 2002.

This academic year, Matt has been the interim dean of mathematical and physical sciences as well as a vice provost. He has been a member of the Department of Chemistry for the last 30 years and was chair of the department from 1994 to 1999. Matt is the recipient of Ohio State’s highest faculty honor, its Distinguished University Professor award.

Like Matt, Giff Weary has been at Ohio State since 1978 and is presently the chair of the Department of Psychology. She holds fellow status in a number of professional organizations, including the American Psychological Association. She has been honored by Ohio State with both the Distinguished Scholar Award and selection as a Distinguished Lecturer.

John, Matt, and Giff will work with Joan to promote the greatest good for the arts and sciences as a whole—academically, budgetarily, and organizationally. The three deans will also remain significantly involved with their colleges and will help balance college-specific and collective interests.

Q2. Are the personnel changes you have just described the result of non-performance by those deans who are not returning?

A2. Not at all. The university has been well served by all of the deans of the arts and sciences colleges and by the outgoing executive dean of arts and sciences. I am grateful—indeed, all of us should be grateful—for their commitment to their units and to the university.

Going forward, however, in order to achieve a truly vibrant new administrative structure for the arts and sciences, we needed to bring some fresh perspectives to the table. We need a primary focus on the whole of the arts and sciences.
Q3. The new arts and sciences configuration will clearly be different from its predecessor in important ways, especially in the budgetary and P&T authority accorded to the executive dean and vice provost. Even with that new authority, will the federation be able to escape its identity as a “sixth college” and an additional layer of bureaucracy?

A3. The new federation will not be duplicating, competing with, or inhibiting the efforts of the individual colleges. Rather, precisely because the executive dean will have control over all university resources generated for the arts and sciences, the federation will be poised to promote the academic excellence and visibility of the arts and sciences as never before. Currently, there is duplication of effort in the federation structure, and we expect that the new leadership will deal with that issue aggressively. We anticipate that this will result in the redirection of resources to research and teaching programs and, consequently, the faculty, staff, and students directly involved in such activities. I also believe that the new configuration will stimulate cross-college interactions and encourage new opportunities for interdisciplinary teaching, research, and service.

Q4. The Arts and Sciences Review Committee report included three options for the future configuration of the arts and sciences colleges: creating a multi-college structure with fewer colleges; disbanding the federation and retaining five separate colleges; and establishing one integrated arts and sciences college. The committee endorsed the one-college model and rejected the first two options. Did you give any consideration to those other possibilities? And is the new Federation of Arts and Sciences Colleges intended to be the one-college structure proposed by the review committee?

A4. Like the members of the review committee and the majority of those they interviewed, I was persuaded that the interests of the arts and sciences—and, so, the university as a whole—would best be served by bringing together the faculty, resources, and academic programs of the five colleges. I think that is the most positive step Ohio State can take to empower our arts and sciences units, individually and collectively. As demonstrated in the past years, the notion of simply continuing five independent colleges would ignore the need to foster and facilitate cross-college and cross-department initiatives and therefore was inconsistent with our goals. What is needed is an administrative support structure that will encourage thinking about joint programs of research and teaching. That requires leaders fully committed to such action and granted the authority and resources necessary to support such efforts.

Later, depending on our experiences with the administrative changes that I have described, we may want to consider a reconfiguration of academic units in the federation. Any such changes would require additional discussion with arts and sciences faculty, staff, and administrators and others throughout the university, and perhaps, outside evaluators as well. And any adjustments to academic units would, of course, be made in accordance with university governance processes.
Q5. How was the new arts and sciences configuration developed? Did you base it on other university models?

A5. A similar model is followed at UCLA and the University of Washington. But the configuration I have been describing is based substantially on the recommendations of the arts and sciences review committee and informed comment from the arts and sciences faculty and staff. After the review report was issued, many colleagues in the arts and sciences colleges took the time to let me know how they felt about what was being recommended. It is clear that our arts and sciences faculty and staff are passionate in their commitment to their work and to the structures that enable and advance it.

Q6. How will the reconfiguration affect those faculty and staff?

A6. My staff and I are working to minimize any disruptions so that the important work of the arts and sciences faculty, staff, and students can continue without interruption. I want to stress that the changes we are making are administrative. They will not involve altering any college or any department. Existing departments will still have chairs, and colleges will continue to be led by deans.

Q7. One final question. What outcomes do you expect from this redesign of the arts and sciences federation?

A7. As I said, down the road, we may want to think about proposals to consolidate or reconfigure academic units in the federation. To cite just one example, there may be more strategic and collegial ways to engage the faculty with each other in the life sciences. Any changes to academic units will be done in concert with the faculty and others involved and according to faculty rules. The goal of the new configuration—and of any other configuration that may yet evolve—will be to integrate the arts and sciences for greatest programmatic impact and to strengthen them to maximize their stature and visibility.
Proposal to Alter the Federation of the Colleges of the Arts and Sciences and the Five Colleges Comprising the Federation to Form a New Administrative and Educational Unit called the College of Arts and Sciences
As per Faculty Rule 3335-3-37

Pursuant to Faculty Rule 3335-3-37 on the alteration or abolition of units, the Interim Executive Dean of Arts and Sciences presents this proposal to alter the five Colleges within Arts and Sciences, to form a single College to be called the College of Arts and Sciences.

Until 1968, the Arts and Sciences at The Ohio State University were organized as a single, centralized structure. In 1968, with the addition of some Departments and Schools that had previously been affiliated with other Colleges, the Arts and Sciences were divided into five Colleges: Arts, Biological Sciences, Humanities, Mathematical and Physical Sciences, and Social and Behavioral Sciences. In February 2002, the Provost Edward J. Ray appointed an Ad Hoc Committee on the Status of the Colleges in Arts and Sciences, with the following charge: "to implement effectively our Academic Plan, it is essential that we have a highly visible and nationally prominent Arts and Sciences, and that we have a coherent, collaborative and financially sound core of Arts and Sciences programs of the highest possible quality. Every top tier research university has a strong Arts and Sciences core." The Report (attached as Appendix A) recommended a federated structure for the Arts and Sciences. In May 2003, a report entitled "Federation of the Colleges of the Arts and Sciences" (attached as Appendix B) identified the formal structure of that Federation, and established the Office of the Executive Dean of the Colleges of the Arts and Sciences. Among the goals of the Federation were the following:

- enhance the reputation and quality of all Colleges by using the strengths of each to benefit others;
- enhance coherence, collaboration, and synergies;
- decrease wasteful College-centric competition and lower College boundaries.

In April 2008, a Review Committee co-chaired by Martha Garland and W. Randy Smith submitted its Final Report (attached as Appendix C), recommending the creation of "a single, integrated College of the Arts and Sciences that brings together all the faculty, resources (budget, space), and academic programs that currently reside within the five colleges." The report further recommended that the College "would be led by a Dean with ultimate decision-making authority for the college in all realms of college life, reporting directly to the Executive Vice President and Provost." Working with the Dean in the proposed model were "divisional Deans," individuals with the relevant academic expertise to represent clusters of Departments/Schools. This model was adopted, and an Executive Dean and Vice Provost was appointed by the Provost, together with three divisional Deans. The Executive Dean was given responsibility for strategic planning, budget/resource allocation, and representation of the interests of the Arts and Sciences within and outside the University. In the role of Vice Provost, the Executive Dean was given additional responsibility to provide advice and counsel to the Provost on promotion and tenure recommendations and other academic matters. The Office of the Executive Dean also provides undergraduate advising, career service, and diversity services for Arts and Sciences, and administers many undergraduate interdisciplinary majors and minors. The three divisional Deans were given responsibilities at the level of the Arts and Sciences as a whole, as well as responsibility for overseeing the units and programs in Arts and