

1995-96
ACADEMIC SENATE
California State University, Sacramento

AGENDA

Thursday, October 5, 1995
Forest Suite, University Union
2:30-4:30 p.m.

REGULAR AGENDA

AS 95-62/Flr. SCHOOL OF ARTS AND SCIENCES--IMPACT OF RESTRUCTURING

Senate discussion of the impact of the proposal for division of the School of Arts and Sciences into three schools on the University as a whole and the consultative process for consideration of questions related to the administration of General Education in light of the proposal to divide the School of Arts and Sciences and to create a College of Arts and Sciences.

AS 95- /Flr. G.E. - HOUSING OF

The AS recommends that General Education be administratively housed in the College of A+S.

Attachments:

1. 8/31/95 memorandum to the Faculty, School of Arts and Sciences, from Vice President for Academic Affairs Koester and Dean Sullivan
2. "Report on Reorganization of the School of Arts and Sciences," submitted by the Academic Council of the School of Arts and Sciences, May 9, 1995



California State University, Sacramento

SACRAMENTO, CALIFORNIA 95819-2694

August 31, 1995

California State University, Sacramento
6000 J Street
Sacramento, California 95819-6036

AUG 31 1995

MEMORANDUM

Academic Senate Received
413

TO: Faculty, School of Arts and Sciences

FROM:

Jolene Koester
Jolene Koester

Vice President for Academic Affairs

William J. Sullivan, Jr.
William J. Sullivan, Jr.

Dean, School of Arts and Sciences

In March of 1993, we jointly wrote to the Department Chairs and Academic Council of the School of Arts and Sciences requesting that models be developed to reorganize the School into smaller organizational units. We took that step after a great deal of thought and with the belief that the academic programs, faculty, and students of the School would be better served by changing the organizational configuration of the School.

A special ad hoc faculty committee proposed a model to the Academic Council which was endorsed by a majority of the School's faculty. The proposal, which recommends the creation of a College of Arts and Sciences with three Divisions, was submitted to us on May 12, 1995. Each Division would be administered by Deans with similar responsibilities and reporting relationships as the University's current School Deans. In addition, the proposal recommends maintaining the unity of the current School through the creation of a College of Arts and Sciences, headed by an administrative officer reporting to the Vice President for Academic Affairs. Important to the proposal submitted to us was a recommendation to bring the administration of the University's General Education Program into the College of Arts and Sciences.

After carefully considering the proposal, we accept its basic principles and the proposed organizational structure. We wish to proceed immediately toward its

implementation creating a College of Arts and Sciences with three Schools united around the curricular/educational goals of the three current "electing units" of the School of Arts and Sciences; namely, Humanities and Fine Arts, Social Sciences, and Science and Mathematics. The name and placement of the Departments/Programs within each School may vary from the current configuration of the "electing units." (For example, the faculty may recommend that the name of the School with the humanities and fine arts programs be the School of Arts and Letters, or the School of Humanities and Fine Arts, or the School of Fine Arts, Letters, and Humanities.) Departments/Programs will be consulted regarding their placement within the three Schools. The School's Academic Council, in consultation with the Department Chairs/Program Coordinators, shall determine the process by which the current departments and major programs of the School shall be placed within the new organizational structure.

Since the May 12 proposal recommends that each "Division" have administrative unit status equal to that of a School and that the Dean of each "Division" should sit as a "full and equal member of the Council of Deans and the University's Administrative Council," we have decided that each of these units should be called a School. Each School shall be administered by a Dean with responsibilities parallel to our current School Deans, including budget, personnel, curriculum, and fundraising. The Deans shall report to the Vice President for Academic Affairs and be members of the Council of Deans and the Administrative Council.

Dean William J. Sullivan, Jr., has been asked by the Vice President for Academic Affairs, with the concurrence of the President, to assume the position of Dean of the School that will have majors/programs in the humanities and fine arts beginning July 1, 1996. By the same date, after an appropriate search process, two new School Deans will be appointed to administer the other two Schools.

Once the Schools have been established, we expect that each School will develop its own governance structure. Where appropriate, the three Schools shall work together jointly, and cooperatively, to achieve common College goals and objectives (e.g., General Education, interdepartmental majors, interdisciplinary curriculum, etc.) During the transition period, the current governance structure, policies, and procedures of the School of Arts and Sciences will prevail until new ones are developed and approved by the faculty.

The May 12, 1995, proposal further recommends that the current School of Arts and Sciences become a College headed by a Provost. Because the usual definition of provost in the CSU is quite different from the responsibilities outlined in

the proposal, we have selected the title of Dean for this position. While the proposal outlines various responsibilities for the college level administrator, the proposal is unclear on the role and responsibilities of the School Deans in relationship to the College Dean. In addition, although the proposal recommends that responsibility for General Education be returned to Arts and Sciences, there is ambiguity about how General Education courses offered by Schools not in the new College will be administered. We believe that the mission of the College and the role and responsibilities of the College Dean need further clarification before a final decision is made to establish a College of Arts and Sciences. Therefore, the College of Arts and Sciences will be established on July 1, 1996, for a two-year provisional time period, pending clarification of college level mission and responsibilities. For this two-year interim period, Dean Cecilia Gray has been asked by the Vice President for Academic Affairs, with the concurrence of the President, to assume the responsibilities of the interim position of the Dean of the College of Arts and Sciences. She will continue with her current responsibility for General Education (including the budget), and new responsibilities of direct supervision of the Learning Skills Center, resolution of interschool conflicts, administration of any college-wide governance structures, and other duties to be determined. Dean Gray will have responsibility and authority to resolve issues related to the transition with the School Deans reporting to her on transition matters. As interim Dean of the College, Dean Gray shall report directly to the Vice President for Academic Affairs and be a member of the Council of Deans and the University's Administrative Council. A decision regarding the appropriateness of this position as a permanent administrator, and the permanent establishment of the College will be made during the 1997-98 academic year after widespread consultation.

It is our expectation that the transition from the current structure of the School of Arts and Sciences to a College with three Schools will take three years to complete. However, our goal is to have the initial School organizational structure in place by July 1, 1996. We request that the consultation process among the Academic Council, the Department Chairs/Program Coordinators, and the School's faculty to implement these changes begin immediately. Specifically, we expect that by November 15, 1995, the current Academic Council, after consultation, will submit to the Vice President for Academic Affairs its recommendations for membership of each of the Schools as well as the preferred names of the Schools. By December 15, 1995, the Department Chairs/Program Coordinators in each of the new Schools shall develop, in consultation with the Vice President for Academic Affairs, the position descriptions and vacancy announcements for the two new School Dean appointments. These searches will begin in January and culminate in appointments to begin July 1, 1996.

Extensive planning and implementation will take place over a three-year period in order to determine the human and monetary resources needed to support the administration of the College, the three Schools, and their respective programs. A transition team, headed by Dean Cecilia Gray, will be created with membership representative of the current electing units of the School: three department chairs, three faculty from the Academic Council, and the current Associate Dean for Budget in the School. The transition team shall recommend to the Vice President for Academic Affairs: 1) a plan for internally redistributing the budget of the School of Arts and Sciences among the College, General Education, and the Schools; 2) a plan for the overall administrative structure for the College and the Schools, outlining the roles and responsibilities of the College Dean, and vis-a-vis the School Deans, including the administration of the General Education program both internally and university-wide; 3) a plan for redistributing all staff, technical, and support positions where appropriate; and 4) a plan for space reassignments to support the new organizational structure. As chair of the transition team, Dean Gray has the authority to resolve transition issues. Staff support shall be provided by the University and School administrative offices when appropriate.

We hope that the School's faculty will see the creation of a new organizational structure as a creative, constructive, and positive experience. We look forward to working with all of you to build a new administrative structure to support and strengthen the departments and programs in the School of Arts and Sciences.

cc: Donald R. Gerth, President
Cecilia Gray, Dean of General Education

Major Tasks in Transition from School to College of Arts and Sciences

1995-96

- * Names and Composition of Schools: November 15, 1995
- * Position Descriptions for New Dean Positions: December 15, 1995
- * Search Process for New Deans: January-May 1996
- * Transition Team begins work on budget, staff and space reallocations
- * Administrative structure in place: July 1, 1996

1996-97

- * Transition Team finalizes division of budget, including faculty and staff positions for each School
- * Schools determine governance policies and procedures
- * Transition Team develops and submits proposal for College missions and College Dean role and responsibilities
- * University makes appropriate adjustments to its information systems to support new organizational structure

1997-98

- * Schools adopt new governance structures, policies, procedures
- * Finalize role and responsibilities of College level administrator
- * Search for and appoint College Dean, if necessary and appropriate

(August 31, 1995)

Report on Reorganization
of the School of Arts and Sciences
California State University, Sacramento

submitted by the

Academic Council of the School of Arts and Sciences

May 9, 1995

I. Introduction

On March 1, 1994 the Academic Council and department chairs of the School of Arts and Sciences received a joint memo from Vice President for Academic Affairs Jolene Koester and Dean William Sullivan, Jr. This memo instructed the School to develop one or more models for its own administrative reorganization. The Academic Council, serving as the School's policy-making body, assumed responsibility for acting upon this memo.

The Academic Council took the following actions. First, it formed an *ad hoc* committee (the Art & Sciences Reorganization Committee) drawn from among the department chairs and members of the Council to prepare a response to the joint memorandum. Second, it organized a series of open forums among the School's faculty on the topic of School reorganization and put the subject to referendum before the School faculty in early May. The results of the referendum indicated that a majority of those responding desired to retain a School of Arts & Sciences, but at the same time favored the investigation of possible internal School reorganization. On the basis of the referendum results, the Academic Council at its May 17, 1994 meeting charged the Reorganization Committee to develop a response to the joint memo, but to limit itself to consideration of possible *internal* reorganization of the School of Arts & Sciences.

During late spring and summer of 1994, the Reorganization Committee met with members of the faculty, department chairs, and representatives of the University and School administrations to hear suggestions and concerns regarding School reorganization. Based on both the information derived from these discussions and the guidelines set down in the original joint memo, the Committee prepared a report (see attached) containing its recommendations for School reorganization. This report was submitted to the Academic Council in December, 1994.

At the beginning of the Spring 1995 Semester, the Committee report was distributed to the School faculty, and during February two open forums were held at which the faculty could comment upon and discuss the recommendations it contained. Based on the report and subsequent faculty comments, the Academic Council submitted a series of recommendations on reorganization to referendum (see attached) before the School faculty in early April, 1995. The proposed reorganization of Arts and Sciences presented below is based upon the results of the referendum.

II. Proposed Reorganization

The Academic Council transmits to the School and University administrations the following recommendations for reorganizing the School of Arts and Sciences:

1. The administrative unit status of Arts and Sciences should be changed from that of a School to a College consisting of three divisions. Each division shall be comparable in size and formed of departments/programs with related curricular/educational goals. The divisions shall have administrative unit status equal to that of a School and shall receive a commensurate level of resource support for administration.
2. Administrative oversight for the College should be assigned to an academic administrator, whose duties may include:
 - administration of overall college policy;
 - coordination of long-range college planning, fund raising, and program development;
 - management and resolution of interdivisional issues;
 - appropriate responsibilities in ARTP matters pertaining to joint appointments within the College;
 - administration of interdisciplinary programs within the College;
 - coordination of the University and College General Education programs;
 - administration/coordination of University programs that rely primarily on curricular offerings in the College (e.g., Liberal Studies);
 - coordination of course offerings from different divisions necessary to support majors within and outside of the College.
3. Each division should be administered by a Dean who shall be a full and equal member of the Council of Academic Deans and University-wide Administrative Council and who shall have autonomous administrative authority for the following:
 - RTP evaluations and faculty hiring recommendations for his/her division (reporting directly to the Academic Vice President on these matters);

- preparation of a separate budget request for his/her division;
 - management of the division budget;
 - day to day management decisions, including responsibility for curriculum and space administration for the division.
4. The Academic Council, in consultation with the current School administration and department chairs, should establish a procedure for determining the name and composition of the divisions.
 5. It should be the responsibility of the Academic Council during the transition period to propose a new constitution and faculty governance structure for the College and divisions, which shall then be presented to the Arts and Sciences faculty for their approval. Once a new constitution and governance structure is approved, the current constitution shall be declared void and the Academic Council dissolved.

III. Additional Comments

Academic Council urges that, should the administration proceed with reorganization of Arts and Sciences, it pay close attention to the following points:

1. There is strong support within the current School for returning the administration of the university General Education program to Arts and Sciences. Based on discussions with department chairs and in the faculty forums, this appears to be one of the most widely accepted elements of the reorganization model proposed here. The Academic Council strongly urges the administration to include this feature in any changes it makes in the administrative structure of Arts and Sciences.
2. Discussions with Arts and Sciences chairs and faculty over the past several months have indicated that while many faculty may support the general idea of changing the administrative structure of the School, objections frequently arise over the details. The Academic Council, therefore, believes it important to the ultimate success of reorganization efforts that the School's faculty be closely involved in working out the details of any new administrative structure.
3. The proposals contained in Section II above closely follow those approved by the Arts and Sciences faculty in the April referendum. Thirty-six percent of the faculty voted in the referendum and each referendum item achieved the following results:

Item 1:	YES	54%	NO	46%	ABSTAIN	0%
Item 2:	YES	50%	NO	48%	ABSTAIN	2%

<i>Item 3:</i>	YES	62%	NO	35%	ABSTAIN	3%
<i>Item 4:</i>	YES	65%	NO	31%	ABSTAIN	4%
<i>Item 5:</i>	YES	63%	NO	33%	ABSTAIN	4%

The Academic Council recommends that if the administration pursues reorganization of the School of Arts and Sciences, it do so cautiously and with frequent and widespread consultation with the Arts and Sciences faculty.

153 BALLOTS CAST (36% of Eligible Faculty)

ARTS & SCIENCES REFERENDUM

1. The Faculty of the School of Arts and Sciences recommends that the administrative unit status of Arts and Sciences be changed from a School to a College consisting of three divisions, each of which shall be comparable in size and formed of departments/programs with related curricular/educational goals, and each of which shall have administrative unit status equal to that of a School and a commensurate level of resource support for administration.
YES 83 NO 70 ABSTAIN 0
2. The Faculty of the School of Arts and Sciences recommends that if a College of Arts and Sciences is established, overall administrative oversight for the College be assigned to an academic administrator, whose duties may include: administration of overall College policy; coordination of long-range College planning, fund raising and program development; management and resolution of interdivisional issues; "appropriate administrator" responsibilities in ARTP matters pertaining to joint appointments within the College; administration of interdisciplinary programs within the College; coordination of the General Education Program; administration/coordination of University programs that rely primarily on curricular offerings in the College (e.g., Liberal Studies), and coordination of course offerings from different divisions necessary to support majors within and outside of the College.
YES 76 NO 74 ABSTAIN 3
3. The Faculty of the School of Arts and Sciences recommends that if a College of Arts and Sciences consisting of three divisions is established, each division shall be administered by a Dean who shall be a full and equal member of the Council of Academic Deans and the University-wide Administrative Council, and who shall have autonomous administrative authority for the following: (a) RTP evaluations and faculty hiring recommendations for his/her division (reporting directly to the Academic Vice President on these matters); (b) preparation of a separate budget request for his/her division; (c) management of the division budget; and (d) day to day management decisions, including responsibility for curriculum and space administration for the Division.
YES 94 NO 54 ABSTAIN 5
4. The faculty of the School of Arts and Sciences recommends that if a College of Arts and Sciences consisting of three divisions is established, then the Academic Council in consultation with the current school administration and department chairs, shall establish a procedure for determining the name and composition of the divisions.
YES 99 NO 47 ABSTAIN 7
5. The Faculty of the School of Arts and Sciences recommends that if a College of Arts and Sciences consisting of three divisions is established: (a) the Academic Council's primary responsibility during the transition period shall be to propose a new Constitution and faculty governance structure for the College and the divisions, which shall then be presented to the Arts and Sciences faculty for their approval; and (b) once a new Constitution and governance structure is approved, the current Constitution shall be declared void and the Academic Council shall be dissolved.
YES 96 NO 50 ABSTAIN 7

Pomona (13,799 FTES)

Agriculture
Arts
Business
Engineering
environmental Design
Science
Hotel and Restaurant mgmt.

Sacramento (17,150 FTES)

Arts and Sciences
Business Administration
Education
Engineering and Computer Science
Health and Human Services

San Bernardino (8,838 FTES)

Business and PA
Education
Humanities
Natural Sciences
Social and Behavioral Sciences

San Diego (21,458 FTES)

Arts and Letters
Business Administration
Education
Engineering
Sciences
Professional Studies and Fine Arts
Health and Human Services

San Francisco (18,780 FTES)

Behavioral and Social Sciences
Business
Creative Arts
Education
Ethnic Studies
health and Human Services
Humanities
Science and Engineering

San Jose (18,599 FTES)

Applied Sciences and the Arts
Business
Education
Engineering
Humanities and the Arts
Sciences
Social Sciences
Social Work

San Luis Obispo (14,396 FTES)

Agriculture
Architecture and Environmental Design
Business
Engineering
Liberal Arts
Science and Mathematics

Sonoma (5,320 FTES)

Arts and Humanities
Business and Economics
Education
Natural Sciences
Social Sciences

Stanislaus (4,531 FTES)

College of Arts, Letters, and Sciences
Business Administration
Education

California Maritime Academy

CSU, Monterey Bay

SCHOOL/COLLEGE CONFIGURATION AND FTES
CSU

Bakersfield (4,100 FTES)

Arts and Sciences
Business and PA
Education

Chico (12,609 FTES)

Agriculture
Engineering, CS, & Technology
Behavioral and Social Sciences
Business
Humanities and Fine Arts
Natural Sciences
Communication and Education

Dominguez Hills (6,421 FTES)

College of Arts and Sciences
Education
Management
Health

Fresno (14,585 FTES)

School of Agricultural Sciences and
Technology
Arts and Humanities
Business
Education and Human Development
Health and Social Work
natural Sciences
Social Sciences

Fullerton (15,414 FTES)

Arts
Business and Economics
Communications
Human Development and Community
Service
ECS
Humanities and Social Sciences
Natural Sciences and mathematics

Hayward (10,790 FTES)

Arts, Letters, and Social Sciences
Business and Economics
Education
Science

Humboldt (6,626 FTES)

College of Professional Studies
Behavioral and Social Sciences
Natural Resources and Science
Arts and Humanities

Long Beach (19,022 FTES)

Arts
Education
Engineering
Health and Human Services
Natural Sciences
Liberal Arts

Los Angeles (13,901 FTES)

Arts and Letters
Business and Economics
Education
Engineering and Technology
health and Human Services
Natural and Social Sciences

Northridge (17,123 FTES)

Arts
Business and Economics
Comm, HHS
Education
Engineering and CS
Humanities
Science and Mathematics
Social and Behavior Sciences