Proposal to Reorganize the College of Social and Behavioral Sciences  
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Units Included within the Reorganization:

- College of Social and Behavioral Sciences  
  1. Anthropology  
  2. Cognitive Science  
  3. Communication  
  4. Geography and Regional Development (GRD)  
  5. History  
  6. Journalism  
  7. Linguistics  
  8. Department of Mexican American and Raza Studies  
  9. Philosophy  
  10. Political Science  
  11. Psychology  
  12. School of Information Resources and Library Science (SIRLS)  
  13. Sociology  
  14. Women’s Studies & Southwest Institute for Research on Women
Proposal to Reorganize
The College of Social and Behavioral Sciences

We propose a reconfigured College of Social and Behavioral Sciences (SBS) designed efficiently and effectively to preserve present excellence in the social and behavioral sciences at the University of Arizona.

We are strongly and unambiguously opposed to the subsumption of the social and behavioral sciences under a college of liberal arts that would include the humanities in addition to the social and behavioral science. Rather than such a liberal arts college, we endorse the continuing existence on campus of an effective College of Humanities serving as the proper administrative home for the humanities.

SBS currently includes the following 24 units:

1. Anthropology
2. Arizona Center For Judaic Studies
3. Bureau Of Applied Research In Anthropology
4. Center For Latin American Studies
5. Center For Middle Eastern Studies
6. Cognitive Science
7. Communication
8. Geography / Regional Development
9. History
10. Journalism
11. Late Medieval & Reformation Studies
12. Linguistics
13. Mexican American Studies & Research Center
14. Near Eastern Studies
15. Philosophy
16. Planning Degree Program
17. Political Science
18. Psychology
19. SBS Research Institute
20. School Of Info Resources & Library Science
21. Sociology
22. Southwest Center
23. Southwest Institute For Research On Women
24. Women’s Studies

These units differ in character, size and mission. Some are more centrally focused on the social and behavioral sciences than are others. Some of the latter units are considering reorganizing themselves into distinct schools designed to advance their missions. We, however, here recommend that SBS remain a strong and cohesive college dedicated to excellence in the scientific and analytical study of society and behavior. Our proposal reduces SBS from 24 to 14 units. So efficiently reorganized, SBS would ensure that the University of Arizona remains distinguished within the Association of American Universities (AAU) for its outstanding profile in the psychological and social sciences. Accordingly, we propose that SBS include at its core the following 14 units, themselves structured as schools, departments or programs depending on their specific circumstances and strategic goals.

Proposed College of Social and Behavioral Sciences

1. School Of Anthropology
2. Cognitive Science Program
3. Department of Communication
4. School of Geography and Development
5. School of Government and Public Affairs
6. Department of History
7. Department of Journalism
8. Department of Linguistics
9. Department of Mexican American and Raza Studies
10. Department of Philosophy
11. Department of Psychology
12. School Of Information Resources & Library Science
13. Department of Sociology
14. Women’s Studies & Southwest Institute For Research On Women

We recognize that some of the units proposed above for inclusion in a reorganized SBS may wish to pursue alternative collegiate affiliations. We invite all units currently in SBS to inform us of their attitudes towards the current proposal. In the following, we sketch considerations in favor of the present proposal, while we remain cognizant and respectful of alternative plans.

A college built around the above 14 units would constitute one of the University’s centers of great
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academic strength. Such a college would be poised to face the daunting challenges ahead by effectively deploying its resources so as to build for the future in areas in which the University has substantial prospects of international success in a highly competitive academic environment. If the University of Arizona is to remain competitive among the great public universities in the years ahead, it must now collect and marshal its present centers of excellence, capitalizing on units with complementing strength and deep interdisciplinary connections.

Included among the strongest units within the reorganized SBS are some of the University’s highest ranked programs, units in which achievement has resulted in genuine international prominence. The (proposed) School of Anthropology ¹ is to be based on one of the most highly regarded anthropology programs nationally, renowned for its research and distinguished for its graduate and undergraduate programs. It has been extraordinarily successful in securing major interdisciplinary grants and has merited the full confidence of munificent benefactors. The (proposed) School of Geography and Development and the Departments of Communication, Linguistics, Philosophy, Psychology², and Sociology already each are, or very soon shall be, within the top 20 NRC ranks nationally. They rank even higher within the domain of public universities. The Cognitive Science Program has played a pivotal role in ensuring and elevating interdisciplinary research among many units on campus, including – but not limited to – Linguistics, Philosophy and Psychology within SBS. The (proposed) School of Government and Public Affairs, resulting from the anticipated merger of the Department of Political Science with the School of Public Affairs and Policy, will enhance both research and teaching while also permitting the creation of a revenue generating graduate program. The History Department was recognized for Meritorious Departmental Achievement in Instruction and has a strong doctoral program affiliated with other units. The Department of Mexican American and Raza Studies³, focusing on Latina/o health, public policy, indigenous knowledge, and both critical and migration studies, emphasizes applied social science in its well-funded research, critical outreach, and expanding curriculum. The School of Information Resources and Library Sciences (SIRLS) operates the University’s largest fee-driven graduate program, competes successfully for large grants, contributes substantially to advanced education for a highly diverse student population, and provides an excellent an on-line curriculum. The Department of Journalism’s very popular, well managed, and highly successful undergraduate and graduate fee-generating programs excel in training students to write analytically about results from, and issues deeply informed by, the social and behavioral sciences. Accreditation requirements for both SIRLS and Journalism are best served by locating these accomplished units in a strong College of Social and Behavioral Sciences. When merged as they propose, the Department of Women’s Studies and the Southwest Institute for Research on Women will form a very strong social science unit offering excellent undergraduate and graduate education in concert with well-funded grant and contract research activities. All together and drawing upon their considerable individual strengths and pervasive interdisciplinary connections, the 14 units featured in the present proposal form the basis of an exceptionally strong and coherent college dedicated to the social and psychological sciences within a major public research and land grant university.⁴

We understand that our colleagues in the other current SBS units are variously formulating either collaborative or independent reorganization proposals, all aimed at achieving their units’ various missions. We recognize that some of their forthcoming proposals may call for the aggregation of the

¹ The Department of Anthropology and the Bureau of Applied Research in Anthropology will propose the formation of a School of Anthropology including both units and the archaeology program presently in the Department of Classics. We also understand that the Department of Geography will propose to transform itself into a School of Geography including up to four divisions.
² The Department of Psychology is partnering with various units in a proposal to establish a School of Minds, Brains and Behaviors, which may be housed in a college other than SBS. We recognize that in this event, the Department of Psychology may migrate from SBS into another college.
³ Granted departmental status by ABOR in 2008, Mexican American Studies & Research Center proposes that it be reorganized as the Department of Mexican American and Raza Studies and expand its current teaching mission.
⁴ In order cost-effectively to preserve the current critical functions of the SBS Research Institute (SBSRI), which very effectively contributes to securing research grants and contracts, we recommend that this unit be merged into the office of the Dean of the reorganized SBS.
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proposing units, while other proposals will recommend autonomy. In any case, these proposals, once fully developed, will need to address the question of collegiate home. We respectfully and cordially invite our colleagues to consider whether their post-reorganization missions might be best achieved in a strong college committed to achievement within the social and behavioral sciences. We warmly welcome them to affiliate with a reorganized SBS in ways that promote our intersecting goals. We are confident that opportunities abound and recognize that all proposals are presently provisional.

Among our goals in proposing the reconfiguration of SBS is saving $2 million in the annual instructional fund historically allocated to SBS. Over a practical course of time, we expect to be able to save funds through curricular efficiencies and restructuring, strategic reallocation of GTA support, and redistributing enrollments in majors within and between SBS units and other colleges. For example, by subsuming the Bureau for Applied Research in Anthropology, the School of Anthropology will convert research faculty into faculty with teaching duties in line with those in traditional anthropology departments. Additionally, we expect to identify various points of curricular contact among departments that will enable course cross-listings to replace curricular duplications. Also, we understand that other proposals emerging from units currently budgeted within SBS will, if implemented, greatly contribute to the curricular efficiencies referenced here. We recognize that curricular efficiencies cannot be attained unless we revise the ways in which the curriculum is delivered. However, if we aim, as we do, to preserve and enhance our research and teaching programs into the future, then we must act now with creativity, wisdom, and foresight.

In addition to savings in direct funding, the other advantages of a reconfigured College include:

- The grouping of conceptually connected top-ranked programs in a single structure provides an efficient mechanism whereby resources, including expenditures on business operations and IT, can be pooled and allocated to ensure the continued and enhanced excellence of those programs. A strong and cohesive College will contribute to faculty and student recruitment and retention.
- A cohesive SBS will retain the “branding” the current College enjoys and will permit continuation of the College’s great success in fund raising through its Development Office.
- Units’ outreach efforts may be effectively combined in a strong and coherent college.
- A reorganized SBS would contain within in it many of the University’s most productive and already highly ranked programs and sustain and enhance these rankings.

Process of Consultation

A college-wide retreat for SBS Heads and Directors was held to discuss how SBS units could best reorganize within the transformation plan. At that meeting, plans for new schools were discussed, including a School of International, Area and Language Studies. Since the retreat, SBS units have worked at a smaller scale to craft various reorganizations proposals, some of which may emerge and move through the specified formal review process. Additionally, following the retreat there was another meeting of Heads and Directors featuring discussion of reorganization. At this meeting an ad hoc SBS Reorganization Committee (consisting of the authors of this proposal) was charged with preparing the present document to propose a reconfigured SBS. The present document, in draft form, was circulated through the Dean to all SBS Heads and Directors with a request that they distribute it to their faculty, staff, students and appropriate constituencies. Interested individuals were invited to direct their comments to the SBS Reorganization Committee members. In our judgment the complexities of reorganization require more time and study than the mandated schedule permits. We hope that the period ahead allows for full consideration of the challenging issues that confront us.

5 A School of International, Area and Language Studies will likely be proposed by units including, but not limited to, the Arizona Center for Judaic Studies, the Center for Middle Eastern Studies, the Department of Middle Eastern Studies, the Division of Late Medieval and Early Reformation Studies, the Southwest Center, and (possibly) the Center for Latin American Studies. An Institute for the Study of Religion and Culture may be proposed by units including the Division of Late Medieval and Early Reformation Studies and the Arizona Center for Judaic Studies.
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Budgetary Considerations

Projected Savings

We propose to save $2 million through a variety of organizational and curricular changes including:

- Enhanced efficiencies in delivering general education, with these efficiencies in turn allowing for increased offerings within majors and improvement in time to degree.
- Curricular sharing of basic classes common to the social sciences, especially statistics at both undergraduate and graduate levels.
- Strategic reallocation of teaching funds, giving very careful thought to the priorities of our graduate programs.
- Reducing where appropriate the number of majors in some of our units. We expect that some students will migrate into units emerging upon reorganizations where instruction will be efficiently delivered.
- Centralizing where possible IT support and business services.

We acknowledge that ultimately, the Dean reserves the right to reallocate resources within the College in the light of his or her best and fully informed decision resulting from appropriate consultative processes and tempered by recognition of the missions of the College and University.

Projected Future Revenue

- Increase grant and contract revenues by strategic partnerships ranging over all common missions.
- Expanding degree programs to include various new fee-based programs inspired by the successful models of SIRLS and Journalism.
- Increase external private fund raising through close partnerships between units and the Development Team.