



College of Humanities and Social Sciences

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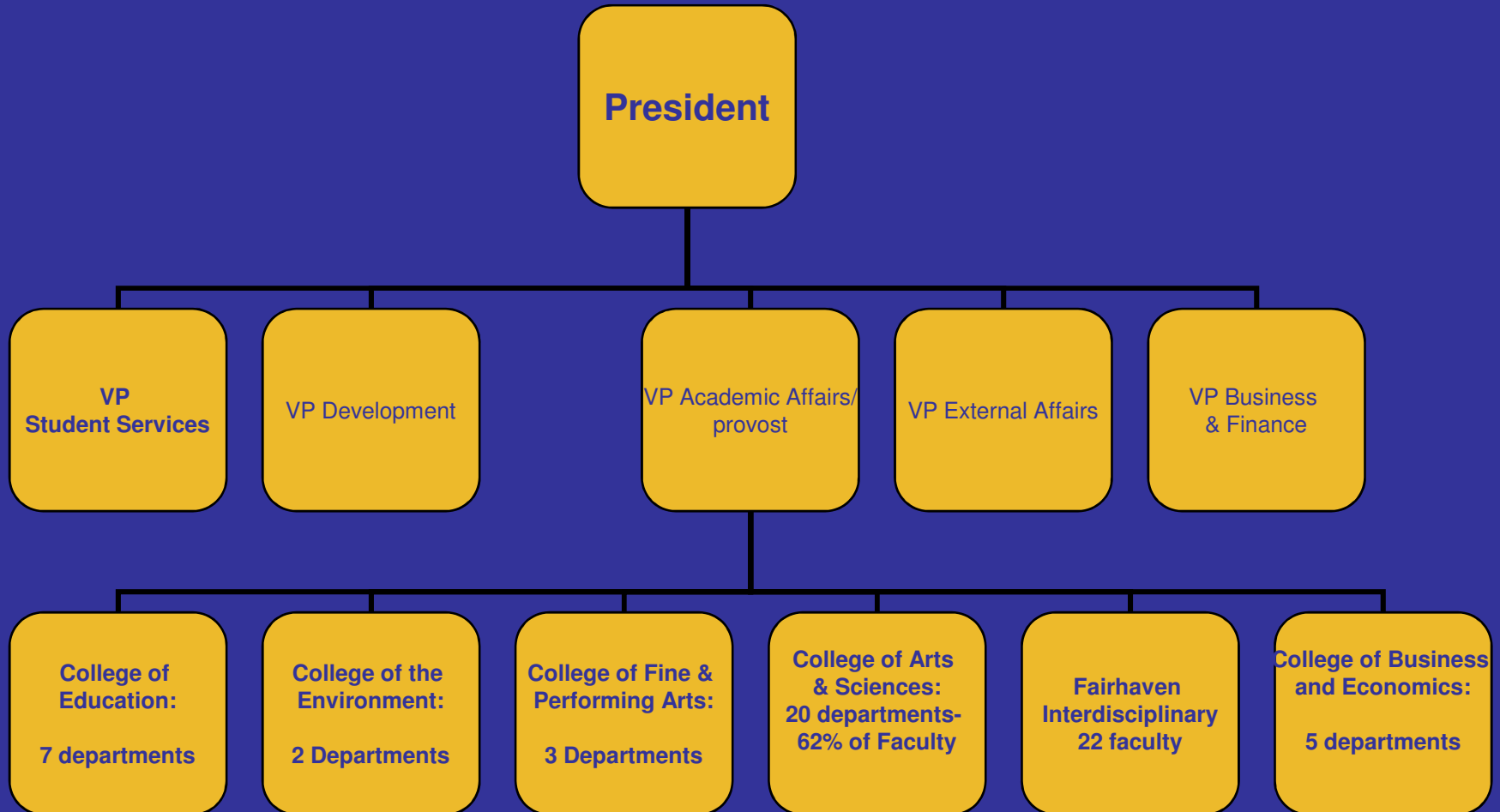


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WWU Setting

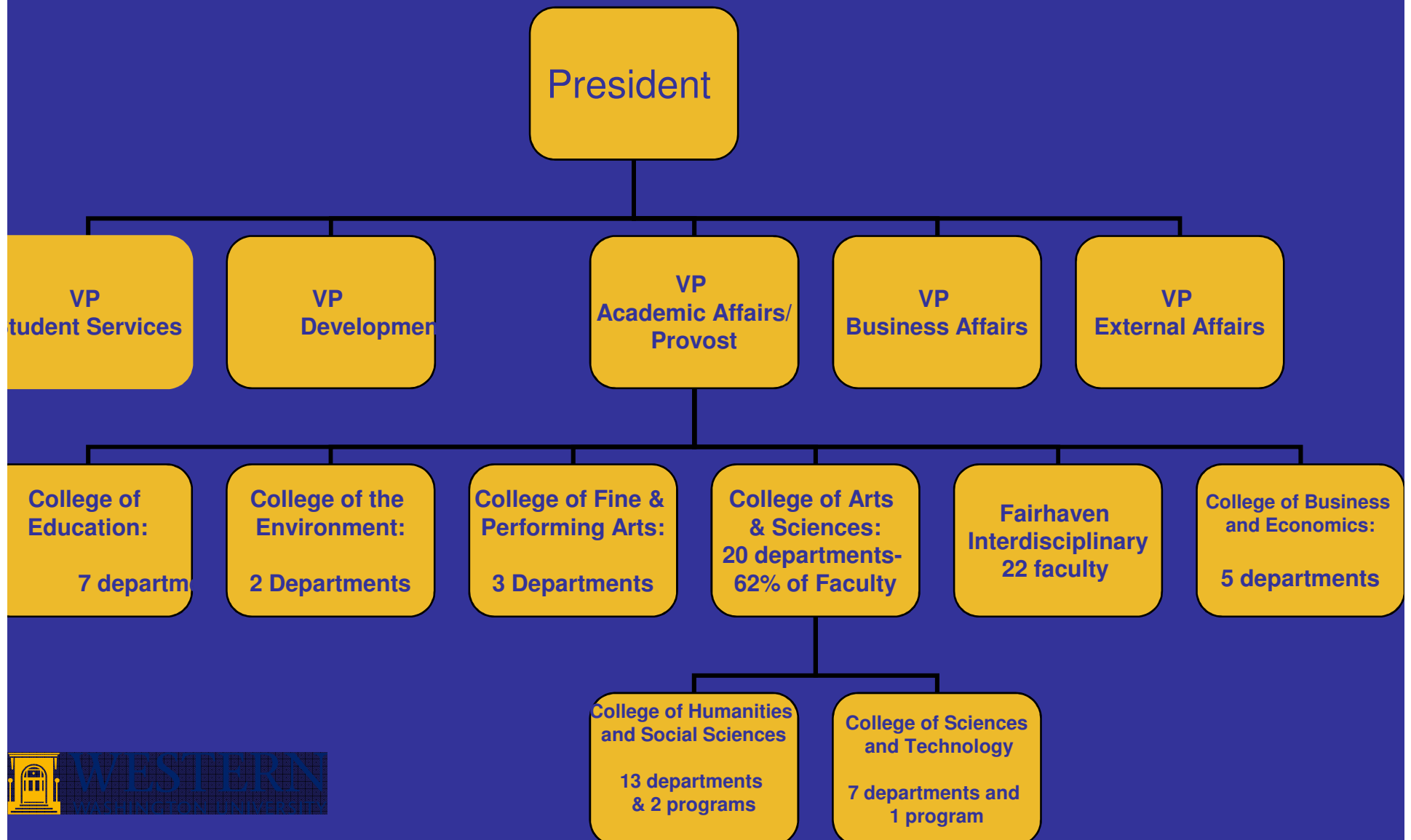
- Regional Comprehensive, (Masters)
 - 13,250 students
 - 94% undergraduate
 - Primarily Residential
 - ~650 faculty

Western Washington University 1975-2003



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After Restructure, 2003



Process

- 1999 President directs new Provost to proceed with separation of CAS CAS dean retires
- 2000 - I am appointed Interim Dean of CAS
- Provost
 - held discussions with various constituencies attempting to make the case: Faculty Senate, Colleges, Dean's council, President's council
 - Conducted a faculty survey on dissolving CAS
 - Other Deans were for separation
 - CAS was mostly against
- Fall 2003 CAS formally dissolved and replaced by CST and CHSS
- Did it work?

CAS versus distributed

- Depends on size and configuration of the institution:
 - In a smaller institution like us, CAS dominated - dean was almost co-equal with the provost
 - Larger institutions with CAS also have law school, medical schools, business schools - it is not so dominate.

Pros of Distributed Model

- Departments feel more kinship to others in the college, more common language, and more opportunity for conversation and collaboration
- Fund raising can be more focused so the development officer knows more about each department's programs
- Fewer within-college resentments & power struggles.
 - Sciences get all the money while humanities go wanting.
 - Sciences have opportunities for external funding while Humanities are dependent on State revenues
 - Humanities don't pull their weight

- More attention by Dean to “like-minded” departments”
- CAS and its Dean were seen by other colleges as too powerful (62%) and got the lion’s share of the resources.
- CAS 62% of University, yet only got a single vote and voice at university level whereas now the same departments are give two voices.

Cons of Distributed model

- Requires a major change which is difficult
- May be seen as contrary to tradition Arts and Sciences as core of University
 - Drift toward a technical school
- More costly in terms of additional infrastructure
 - (new dean and staff)
- can inhibit important cross fertilization and understanding across disciplines
 - Caveat: in our case, this has not been a big problem

Conclusions

- Don't be afraid to change, It can work:
- But if you do :
 - Do it for the right reasons
 - Do it in a transparent inclusive manner
 - Involve all stakeholders in the decision making process
 - Do homework and communicate to all parties the pros and cons
 - Strive to ensure that the new deans are willing and able to work together to ease the transition
 - A top down mandated change can cause years of animosity and resentments - even if it was the right decision.

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