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January 16, 2015

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Associate Professor Christina Cogdell, Humanities, Arts and Cultural Studies, Design
Director Beth Floyd, L&S Undergraduate Education and Advising
Associate Professor and Chair Carlos Jackson, Humanities, Arts and Cultural Studies,
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Lecturer Andy Jones, Humanities, Arts and Cultural Studies, University Writing Program
Professor Bruno Nachtergaele, Mathematical and Physical Sciences, Mathematics
Assistant Dean Steve Roth, Division of Social Sciences
Ms. Katarina Schmidt, Undergraduate Student, Political Science
Professor John Scott, Division of Social Sciences, Political Science
Associate Professor Jared Shaw, Mathematical and Physical Sciences, Chemistry
Assistant Librarian Adam Siegel, Humanities and Social Sciences Reference Library
Professor Victoria Smith, Division of Social Sciences, Sociology
Professor Sarah Stewart, Mathematical and Physical Science, Earth and Planetary Sciences
Associate Professor Julie Sze, Humanities, Arts and Cultural Studies, American Studies
Professor Alan M. Taylor (Chair), Division of Social Sciences, Economics
Mr. Daniel Villarreal, Graduate Student, Linguistics Graduate Group
Professor Li Zhang, Division of Social Sciences, Anthropology

Colleagues, friends:

With this letter I appoint you to serve on a work group to provide input to the Chancellor and me as we move towards a decision on possible changes in the administrative organization of the College of Letters & Science. First, however, let me provide a bit of context.

As you know, some of the college's structural issues were reviewed and discussed last academic year by a study group co-chaired by Vice Provost–Undergraduate Education Carolyn de la Peña and then Vice-Chair of the Academic Senate (now Chair) André Knoesen in the wake of a suggestion, by MPS faculty, that their division become a stand-alone college. The report of this study group is available at:

http://provost.ucdavis.edu/local_resources/docs/AcademicOrganizationTaskForceReport_FLNAL3.pdf.pdf.

The chancellor and I shared some of our own thoughts on the topic in a communication in late May: <http://provost.ucdavis.edu/initiatives-and-activities/initiatives/Chancellor-and-Provost-to-L-and-S-5-28-14.pdf>. In that letter, we mentioned that I would charge a work group to consider more specifically how possible future structures of a college of Letters &

Science could best address the challenges experienced by the three-division structure as implemented today as well as move the entire college forward into the future. The group I am asking you to serve on is that very body.

It is only fair to acknowledge that there has been some delay in constituting the work group because in late May, a significant number of MPS faculty conveyed to us substantive concerns about the idea of maintaining one college, and especially our suggestion that that one college should have one dean. This led the chancellor and me to hold a number of meetings with the MPS faculty to better understand their concerns and hear their views. These meetings made us keenly aware that faculty in MPS still believe that becoming a separate college would be the best way to address the specific problems they have identified as barriers in their efforts to advance their academic programs and their scholarship. Of course, and as we always understood, the issue itself is one that demands that opinions from across the college be solicited and hearkened to. Your work group will, in multiple ways, provide a venue for faculty and others drawn from all three divisions of the college to speak with one another, broadening and advancing the discussion.

I have asked Professor of Economics Alan Taylor to chair the work group, whose remit is broad. The chancellor and I ask that you look at a broad range of possible organizations of L&S. Specifically, I ask you to consider the advisability of the following permutations:

- (1) a College of L&S that divides into two colleges;
- (2) a College of L&S that divides into three Colleges; and
- (3) a College of L&S that remains unified.

Under (3) the chancellor and I ask that the work group consider how a college of L&S under one dean might articulate a structure of divisional or associate deans – portfolios as well as terminology remain open for discussion – such that it can at once promote the intellectual project that the college embodies and appropriately address the needs of all students, undergraduate and graduate, and the aspirations of its faculty across all the disciplines and other staff. As referenced in the May memo, this might entail positions that continue to represent divisions and/or positions that focus on specific functions (e.g., research, international engagement, etc.).

Other possible arrangements can also, clearly, be considered, with the single stipulation that alterations that extend beyond the bounds of the college remain out of bounds for the sake of this exercise.

My November communication also solicited nominations of individuals external to the campus who, based on their current or previous positions, could offer important insights and perspectives to the work group, the college at large, and the chancellor and me. We received a number of recommendations, and my office is currently working to determine the availability of visitors to come to Davis so that they could provide additional perspectives and observations to you, to the broader community and to the chancellor and me. At our first meeting I will discuss with you how we will coordinate the visits with your own work.

L&S Reorganization Work Group

January 16, 2015

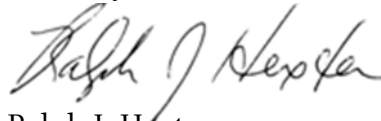
Page 3

I would expect you to complete your discussions by early April so that the chancellor and I could meet with you, as a body, to hear your reflections by roughly the middle of that month.

Please be in touch with my office if you are unable to serve. My office will be working to set up the first meeting.

Thank you so much.

Sincerely,

A handwritten signature in black ink, appearing to read "Ralph J. Hexter". The signature is fluid and cursive, written over a white background.

Ralph J. Hexter

Provost and Executive Vice Chancellor

c: Chancellor Katehi
CODVC
Academic Senate Chair Knoesen
Academic Federation Chair Van Winkle
Staff Assembly Chair Layiktez