

Structural Factors that (Might) Influence Research

Black text = unaffected by or orthogonal to the structure of the College

Red text = affected or possibly affected by the structure of the College

1. Resources

- Personnel and FTE: faculty time, **GEs**, RAs, post-docs
 - GE lines are currently allocated at the college level
- Funding: Internal grant support, internal bridge support, travel funds
- Space: Lab and office space; graduate student offices
- **Faculty lines** (but IHP); unclear whether change would be positive or negative
- Knowledge access: Library, literature access

2. Administrative support

- Grant development and administration (pre- and post-award)
- RA and post-doc administration; graduate program administration more generally
- General finance administration (e.g., travel, visiting scholar coordination and reimbursement)
- **Resource swapping, dean-level synergies, and resource flexibility within CAS**
 - Efficiency to be gained in relatively easy and smooth transactions within the college
- **Development and external support**
 - Unclear how this might change; won't change at all without resource redistribution

3. Local intellectual environment

- Productive, research-active colleagues, graduate students, and postdocs
- **Fellow specialists within departments or neighboring departments within a division**
 - Hiring might be more focused in a narrow-college model
- Active seminar series and specialists' workshops

4. Broader intellectual environment

- Incentivized support for basic inquiry
- Incentivized support for **cross-disciplinary collaboration**
 - Encouragement at the Dean's level for broader work can mitigate the "silos" that can happen within departments or more focused colleges

Current Structure: Advantages to Research

- Communication and synergies between the divisional deans
- Structure encourages deans to interact and consider each other's priorities during hiring and promotion decisions

Current Structure: Disadvantages to Research

- None
- *Perceived: Development would be easier and more focused in a narrow-college design*
 - Mitigating factor: This is not actually a structural issue but a budgetary one

Future considerations [DRAFT]

- Enhanced role of the divisional deans in fostering research collaborations
- Additional dean(s) for synergy between divisions within CAS, e.g., Dean for Research
- Assess the extent of latent desire for collaborations within CAS and leverage that desire (if any exists) by dean-level facilitation of collaboration