The Dean serves as the head academic officer for Arts & Sciences and represents Arts & Sciences to the university and the broader community. Some examples of these broad duties include:

- Hiring and retaining the best, most diverse faculty from all backgrounds for A&S
- Making final decisions on hiring for all academic searches
- Serving ex officio on the T&P Committee in A&S
- Making T&P recommendations to the Provost
- Overseeing Annual Performance Reviews (for pre-tenure faculty)
- Overseeing Final Faculty Compensation and Merit Review
- Completing Mid-course Reviews
- Making Endowed Chair recommendations to the Provost
- Overseeing Faculty Development in A&S
- Leading appointment, training, and review of Department Chairs, Interdisciplinary Program Coordinators, and Associate Deans
- Setting and implementing strategic direction for A&S, in consultation with A&S colleagues and university leadership
- Ensuring that A&S’s plan is aligned with university
- Ensuring A&S Financial Planning and Operations alignment
- Leading Dean’s Office Collaboration with Shared Governance Committees
- Working with Communication to cast the School’s vision
- Overseeing Academic Council in A&S
- Collaborating with A&S Shared Governance Committees and Appointing Ex-Officio Membership
- Reviewing Associate Deans, their roles and responsibilities, and delegating accordingly
- Organizing and overseeing the Dean’s Office, purview and personnel

Revised for FY21
<table>
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<tr>
<th>Associate Dean (AD), Kathrin Bower</th>
<th>Associate Dean (AD), Dan Palazzolo</th>
<th>Associate Dean (AD), Kelling Donald</th>
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<tbody>
<tr>
<td>ARTS, LANGUAGES, AND CULTURES (Division I)</td>
<td>SOCIAL SCIENCES AND THE HUMANITIES (Division II)</td>
<td>NATURAL AND APPLIED SCIENCES (Division III)</td>
</tr>
</tbody>
</table>

**Dean’s liaison to the following areas:**
- Art and Art History, Classical Studies, English, LALIS (Latin American, Latino, and Iberian Studies), LLC (Languages, Literatures, and Cultures), Music, Theater and Dance
- Film Studies, Linguistics

**Additional responsibilities in the School:**
- Helps with annual merit review process
- Coordinates Teaching Assignment Projections
- Coordinates appointment of term/adjunct faculty
- Coordinates process for new/revised courses
- Oversees Grade appeals
- Other additional duties as assigned by the dean

**A&S Governance Committees:**
- Academic Committee
- International Engagement
- Ad hoc committee on Directors
- Faculty Affairs Committee, ex officio

**University Faculty Senate Committees:**
- Enrollment Management Committee
- General Education Committee
- IT Governance Steering Committee

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**Associate Dean (AD), Dan Palazzolo**

**Dean’s liaison to the following areas:**
- Education, Geography and the Environment, History, Journalism, Philosophy, Political Science, Religious Studies, Rhetoric and Communications Studies, Sociology and Anthropology
- American Studies, Environmental Studies, Global Studies, HCS, PPEL, WGSS

**Additional responsibilities in the School:**
- Helps with annual merit review process
- Liaison for Department or Program Self Study with External Review
- Oversees Academic Program Review
- Renovation, Ryland Hall
- Other additional duties as assigned by the dean

**A&S Governance Committees:**
- Budget, Planning/Policy Committee, ex officio
- Classroom Committee

**University Faculty Senate Committees:**
- Cultural Affairs
- Faculty Status and Credentialing
- Space Planning Committee
- Substantive Change Committee

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**Associate Dean (AD), Kelling Donald**

**Dean’s liaison to the following areas:**
- Biology, Chemistry, Math and Computer Sciences, Physics, Psychology
- BMB, and Integrated Inclusive Science

**Additional responsibilities in the School:**
- Coordinates science equipment replacement (Kresge)
- Helps with annual merit review process
- Other additional duties as assigned by the dean

**A&S Governance Committees:**
- Faculty Research Committee, ex officio
- Undergraduate Research Committee, ex officio

**University Faculty Senate Committees:**
- University Academic Programs
- Disabilities Committee

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Revised for FY21
Assistant Dean, Carthene Bazemore-Walker
Diversity, Inclusivity, and Thriving

Oversees Thriving, Inclusivity, and Equity in A&S

Dean's liaison for diversity, inclusivity, and thriving to all A&S departments and programs, and across the university
Works to align A&S with C30 strategic priorities, as they pertain to this area;
Works to align A&S with UR Thriving, Inclusion, Diversity, and Equity (TIDE) strategies and policies
Works with the Associate Deans and departments on diversity, inclusivity, and thriving initiatives
Main A&S contact for A&S Diversity Advocates, training and implementation
Oversees bias training for T&P, Dean’s Office, A&S faculty and administrative leaders

University Committees:
Institutional Coordinating Council (ICC) for Thriving, Inclusion, Diversity, and Equity
Bias Response Team
University Faculty Hiring Committee

Director, Financial Planning & Operations, Surabhi Vittal

Chief Operating Officer for A&S

Oversees organizational operations and management
Oversees the operational aspects of the faculty hiring process;
Strategic planning - analyze, prepare, and make recommendations on business aspects of proposals; Analyses of changes to existing programs, and planning for the recruitment and phasing in of faculty and staff with guidance from the Dean;
Oversees ongoing budget modeling and analysis across A&S;
Leads training of administrators in A&S with budget responsibility

A&S Governance Committee:
Budget Planning/Policy Committee, ex officio

University Committees:
UR Better

Revised for FY21