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Jitendra Malik, Professor, Electrical Engineering and Computer Science *(Chair)*
Jeff Bokor, Chair, Electrical Engineering and Computer Science
Paul Gray, Professor Emeritus, Electrical Engineering and Computer Science; Executive Vice
Chancellor and Provost Emeritus
Jan Rabaey, Professor Emeritus, Electrical Engineering and Computer Science
Scott Shenker, Professor, Electrical Engineering and Computer Science
Kathy Yelick, Associate Dean for Research, Division of Computing, Data Science and Society

**Re: Charge to the Division of Computing, Data Science, & Society and College of
Engineering Advisory Committee**

Dear Colleagues,

As esteemed current and emeritus faculty members in the department of Electrical Engineering
and Computer Science (EECS), we request your participation to serve on a special advisory
committee reporting directly to the Chancellor. The primary responsibility of this advisory
committee will be to advise campus leadership on the detailed implementation plan for
transitioning the EECS department to successfully function under the auspices of two decanal
units -- the College of Engineering (CoE) and the Division of Computing, Data Science, and
Society (CDSS).

The context for this note begins with the original announcement of the Division of Computing,
Data Science, and Society, which laid out the mission and organization as follows:

*Across campus, researchers, faculty, and students are using data science, machine learning,
and artificial intelligence to address our most pressing concerns, from climate change to
cancer immunology; from fairness, privacy, and security to human welfare and public health.
Conversely, many of the disciplines on campus contribute to the way we aspire to do data
science, machine learning, and artificial intelligence, responsibly and ethically. We envision
the Division of Computing, Data Science, and Society, with its multidisciplinary, inclusive, and
innovative structure, will further catalyze and advance education, discovery, and impact, and
ultimately equip all students to engage responsibly and capably with data and serve as leaders
and creators in our rapidly changing world. Within the Division, the School of Information
will maintain its independent, recognized, and historical name, and the School's name will
continue to be clearly conveyed in all its communications. BIDS and the Data Science
Education Program will continue within CDSS. Statistics continues in its current position in
both CDSS and the Division of Mathematical and Physical Sciences. Finally, EECS will be
equally part of CDSS and the College of Engineering, in all matters from personnel to
education.*

Our recent experience has made clear that additional guidance is needed on how the phrase
"equally part of CDSS and the College of Engineering, in all matters from personnel to
education" should be applied to Electrical Engineering and Computer Science (EECS). The
normal academic chain of command was designed for departments to report to one dean who

can then serve as the unique conduit to campus leadership for such matters as academic personnel (FTE requests, hiring, advancement and promotion cases), budget, space allocation, and fund-raising from external donors. The question before us is how can we enable EECS to report to two deans, within a university system designed around a singular reporting structure, without creating continual ambiguity and confusion.

To formulate a plan, first we must soundly reject the possibility of splitting EECS into two departments, each reporting separately to a single Dean. After long and serious consideration, the EECS faculty in 2015 overwhelmingly voted to remain one department, as they believe this unity is essential to their research and teaching mission. Any administrative action which suggests the contrary would have an adverse effect on the department's function and morale.

Second, for guidance we can look to the experience of a peer institution, MIT, that also has a united EECS department reporting to both the School of Engineering and the newly created Schwarzman College of Computing. At MIT, academic personnel matters are typically handled by the decanal unit with the most natural intellectual affinity. This results in most cases in computer science and artificial intelligence being handled by the College of Computing, while most cases in electrical engineering are handled by the School of Engineering, but exceptions are made to take into account the specific context of individual faculty.

Given this successful example, Berkeley should follow a similar plan for academic cases. Acknowledging that none of the disciplinary terms below have precise boundaries, typically CDSS should handle cases in the broad areas of computing and data (theory, computing and data systems, artificial intelligence, machine learning, robotics) and COE should handle cases more closely associated with the physical layer (physical electronics, semiconductor, optics, devices, and circuits).

Of course, this general guidance leaves many details unspecified, and must be generalized to fund-raising, budget, space, and other areas where EECS's oversight must be shared, but the general intent is clear: let the decanal unit with the most natural intellectual affinity take the lead.
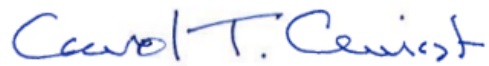
The initial guidance to this committee on the two most pressing matters, personnel cases and fund-raising, are as follows:

- On Academic Personnel cases, the basic decision of where to send a case should rest with the department and divisional chairs, following the general principle articulated above. The Vice-Provost for Faculty, Benjamin Hermalin, is charged with setting up the appropriate mechanisms for supporting these parallel reporting structures.

- On fundraising, we must take immediate steps to prevent confusion and ensure coordination and collaboration. To that end, fundraising plans should be first presented to the committee so that there is transparency about how these plans might overlap or interfere. There are many factors that enter into which Dean should take the lead with which donors. For instance, there will be topics which most naturally fall into the sphere of CDSS or COE, and there will be individual donors where, for various reasons, one of the two Deans has a better chance of success. Presenting preliminary fundraising plans to the committee, along with close collaboration with UDAR staff, will allow the committee to provide timely guidance when there is conflict. The ultimate authority to resolve such conflicts rests with the Chancellor.

Thank you in advance for your service to the campus. Please confirm your participation by

sending an email to evcp@berkeley.edu

Best regards,

Carol T. Christ

Chancellor

A. Paul Alivisatos
Executive Vice Chancellor and Provost

cc: Jennifer Chayes, Associate Provost, Division of Computing, Data Science, & Society, and
Dean of the School of Information
Tsu-Jae King Liu, Dean College of Engineering
Ben Hermalin, Vice Provost for the Faculty
Julie Hooper, Vice Chancellor, University Development and Alumni Relations
Khira Griscavage, Associate Chancellor and Chief of Staff to Chancellor
Andrea Lambert, Chief of Staff to the Provost
Dat Le, Executive Assistant Dean, Administration, College of Engineering
Rebecca Miller, Chief Administrative Officer and Chief of Staff, Division of Computing,
Data Science, and Society