

1. Outreach to Departmental Constituencies to Date – We have met with three A&S Departments that are directly involved in DEI instruction and initiatives: WGST, CML and HUM.

All departments expressed grave concerns over the plan for tri-partite divisional structure for the following reasons: (1) enhanced competition between divisions and departments for student credit hours; (2) enhanced barriers to developing innovative interdisciplinary programs across divisional lines; (3) enhanced barriers to joint appointments in terms of progress towards tenure; (4) the creation of a new highly paid layer of administration; (5) no proof that tripartite structure would in any way solve the budgetary crisis in A&S. Indeed, if the attraction of new students is to be achieved by the development of new interdisciplinary programs, the tripartite structure seems to be an impediment rather than a facilitator for attracting student revenue.

The following recommendations emerged from our conversations with these three departments:

1. The Grand Challenge Model rather than the Divisional Model should be used to transform the College, which will directly focus on the generation of new interdisciplinary programs to prepare students for today's workforce.

The inspiration for the 'Grand Challenges' Model is the University-wide Grand Challenges:

Grand Challenges are big, global problems we, the UofL community, can help solve through multi-disciplinary research, scholarship, innovation and partnerships.

University-wide, our Grand Challenges are: "Empowering Our Communities, Advancing Our Health and Engineering Our Future Economy." (<https://louisville.edu/grand-challenges>)

The Grand Challenge Model could be an A&S-specific articulation of those three University-wide Grand Challenges, but we would recommend a College-wide visioning process for Grand Challenges that build research clusters and interdisciplinary programs across departments and divisions.

2. Two new Associate Dean positions would be required to enable this Model: (1) An Associate Dean of Grand Challenge Interdisciplinary Initiatives (responsible for program development and outreach to other units (e.g. Engineering, Music, SPHIS, etc.) as well as to be the liaison to the University Career Center, enhancing A&S students' ability to find paid internships; (2) An Associate Dean of Administrative Transition whose mandate would be the modernization and transformation of AWP's, and other internal issues, necessary for effective career advancement, teaching and collaboration in the new cross-unit interdisciplinary programs.

3. The new permanent Dean must then work with Department chairs and the A&S Budget and Planning Committee (as specified in the College By-Laws) to develop a budget model for the College that will encourage innovation and spur growth while investing in College priorities. A budgetary plan would have to be developed that not only dynamically looks forward to the future, but that also creates incentives that strengthen departments and newly developed programs and that diminish competition between departments for student credit hours. If this

does not happen intentionally, there is risk of ongoing zero-sum competition between divisions as there is now between Colleges. This is especially important for DEI focused departments (WGST, PAS, CML, HUM), which should not be seen as “poor cousins” in perpetual need of succor from richer programs, but as capable of developing innovative programs that will attract students and increase revenues.

4. We ask that a Grand Challenges Model be accepted by the PASSPC as worthy of exploration as an alternative to the plan for a tripartite divisional structure along the traditional lines that have their origin in Medieval Europe and are not obviously relevant to 21st Century challenges.

5. We still have plans to meet with at least two more departments, namely: PAS and a natural science department.