

Provost's A&S Strategic Planning Committee

Meeting Notes 11.1.22

- A. The provost asked each subcommittee to share their progress since the last meeting.
- B. The Governance Subcommittee reported that they are planning to address the following points in their subcommittee with the whole group:
 - a. Role of the A&S dean
 - b. Deans Council voting privileges
 - c. Budget responsibilities
 - d. Divisional dean power
 - e. Incorporating themes from the Grand Challenges model
 - f. Town Hall is needed
- C. A committee member asked that the Governance Subcommittee consider all the existing committees in the college and be sure to address how a divisional model would include or displace those existing committees.
- D. One committee member asked whose job it will be to write the by-laws of each division and proposed that the divisions be responsible for creating and determining their own committees. Another committee member rebutted that suggestion and said they think the Governance Subcommittee should still think of what things *every* division should still implement no matter what local by-laws the divisions were to create so there are still college-wide aspects of alignment. For example, no division should be able to decide that they will not participate in community engagement.
- E. The Governance subcommittee said that their subcommittee will make recommendations for what the college by-laws should include what would affect all divisions.
- F. A committee member said the college's diversity goals should be prioritized within the divisions by how the budget is shaped or other mechanisms.
- G. A Governance Subcommittee member said that Redbook will need additional text to outline the framework for their subcommittee's recommendations e.g., the subcommittee will recommend a process by which any divisional dean who consistently acts out of order could be removed by the College Dean.
- H. Committee members discussed where the divisional deans should be accountable to the dean, and conversely when the dean needs to be accountable to the divisional leaders.
- I. The provost asserted that he supports broad governance practices in the divisional model.
- J. A DEI & Belonging (DEIB) Subcommittee member clarified that the Grand Challenges need not be their own structure, but they could be *integrated* into a structure.
- K. Another DEIB Subcommittee member questioned the value of a divisional structure due to their fear of divisional lines impeding interdisciplinary work. If divisional leaders are implemented, they suggest that there be a term structure that requires the leadership of the divisions to change every few years.

- L. One subcommittee asserted that they believe a divisional model will alleviate the current inefficient structure of the dean having 40 direct reports and it would create more representation of faculty needs through the Deans Council structure.
- M. A committee member suggested that when it comes time to describe why we create certain divisions, we can utilize the framework of “Modes of Inquiry” where each discipline asks different types of questions in response to a problem.
- N. A DEI & Belonging Subcommittee member expressed that she now sees trying to make everything fit into just three specific divisions as problematic.
- O. A committee member cautioned that we cannot keep everything as it currently is in the college and just ask for more money. Something different needs to happen. There is nothing currently that would inhibit interdisciplinarity within the college, yet it’s not happening widely.
- P. A committee member said that we do not explicitly value innovation in the college yet, so that is one reason ideas go nowhere. Another committee member added that since the college has no designated “innovation broker” there is not a role where someone’s job is to work through and develop processes to make those ideas happen and to advocate for them.
- Q. A committee member informed the group that advisors are already currently divided in a division-style format yet still work very cross-divisionally. For example, an advisor may be designated to one discipline, but they stay well-versed in other divisions as well.
- R. A committee member expressed that faculty fear that they’ll be pinned to a specific division and worry about what implications that will have on their research.
- S. A DEI & Belonging Subcommittee member asked that the Governance Subcommittee make sure they focus their work on addressing items and questions that are being posed to them during these whole committee meetings.
- T. The Budget Subcommittee shared that they have not yet met but there is an issue they would like to pose to the whole group: our budget model is based on the university’s, which is based on tuition dollars, but we have some disagreement on the subcommittee about what we should focus on. The provost suggested that they look beyond tuition and consider philanthropy such as endowment opportunities and he reminded them that every college has a savings account.
- U. A committee member requested that the Budget Subcommittee look at both mechanisms for rewarding behaviors and punishing negative behaviors (e.g., high D/F/W rates). Another committee member disagreed with that approach because it holds faculty responsible for things that are out of their control such as first-year student under-preparation. Another committee member said they also disagree with individual faculty members being held responsible for their DFW rates, but the division should be responsible somehow.
- V. A committee member requested that the Budget Subcommittee also look at how to incentivize diversity and inclusion, specifically the hiring of diverse faculty. Another subcommittee member added that a budget is a statement of values so there needs to

be a funding model that funds diversity, such as creating a multiplier for credit hours taught by faculty of color.

- W. A committee member said NPs (not participated), Unearned Fs, Ds and Fs are earned by students. When looking at DFW rates, remember that some of those are due to lack of student effort and not necessarily a result of the faculty member's instructional performance.
- X. A committee member expressed that her biggest concern with student retention is that students do not have enough financial aid to afford their course materials. UofL should consider giving all first-year students their course materials for free. It is not about faculty being incompetent or uncaring when they have high DFW rates.
- Y. A committee member asked the Budget Subcommittee to consider how endowments of the college could be distributed and through what process.
- Z. A DEI & Belonging Subcommittee member shared that they have tried meeting with the Natural Sciences faculty, but the meeting fell through. They would like to further address potential issues with division isolation and retaining faculty of color.
- AA. A committee member said something like a dual career office (which exists at the University of Virginia) is needed. It would be an office that is specifically dedicated to helping faculty members' trailing spouses find jobs at the university or the surrounding community to ensure the hired faculty member can stay with the university.
- BB. The provost said in the next few weeks, the committee needs to produce a report to share at a college town hall. There was a discussion about who from the committee should be present at the town hall. It was decided that an evening timeframe where the provost and at least one member from each subcommittee should be secured. As many committee members as possible should try to attend as well.