

**MINUTES:**  
**AGENDA FOR A&S FACULTY ASSEMBLY**  
Special Meeting called by Interim Dean David Owen  
**Monday, February 7, 2022**  
Virtual Meeting by Microsoft Teams, 3:15-5:00 PM

(Links for TEAMS and ASL interpreting services below)

- I. Discussion of the Divisional Restructuring Plan with Interim Dean David Owen and Interim Provost Gerry Bradley

Interim Dean Owen's opens the Special Meeting by summarizing the following points from his email calling the meeting:

**What is motivating a divisional structure plan?**

Meetings between provosts and faculty in the past have indicated that improvements need to be made to enhance governance and improve engagement and morale within the college. Existing by-laws ([Section x \(p.6\)](#)) for the College of Arts & Sciences already describe a divisional model. We believe a more robust use of that model can address those concerns. Further, strengthening our divisional structure will promote two key aspects of the A&S vision: student success and interdisciplinarity. A divisional model will promote interdisciplinarity by reducing the barriers to cross-disciplinary research collaborations, academic programs, and teaching. Students are increasingly interested in interdisciplinary programs and this will facilitate their development. Further, this would allow department chairs to focus more on faculty development and student success (including recruitment and retention).

**May we have more time to nominate faculty and staff to the committee?**

Yes. We'll extend the deadline for faculty and staff nominations to next Friday, February 11, and elections will be held by Friday, February 19.

**What is the process for faculty governance?**

We assure you that we are committed to faculty governance. Faculty governance is the foundation of the process we propose. The Planning Committee will be constituted by a majority of A&S faculty and staff, and I will develop ongoing opportunities for the committee members to hear from, and engage with, the wider college community throughout the process, including town hall meetings. Additionally, we will provide frequent updates of the committee's work throughout. Once the committee crystallizes their ideas, a draft of those ideas will be presented to the faculty and staff of the college for review and feedback. Based on the feedback, the committee will prepare a second draft for review, revision, and then present the final plan to the Faculty Assembly for approval.

**What is the timeline for the work of the committee and implementation of its recommendations?**

We would like the committee to conclude the planning process by December 31, 2022. We know this might seem to be too short of a timeline, but we want to get started on

moving the college forward as soon as feasible. Of course, we will make adjustments as necessary. We want to see the committee begin work as soon as possible and to meet on a weekly basis to move this forward at a reasonable pace. We believe this change will best position the college to flourish in a changed higher education landscape and the sooner we can consider and accomplish these changes the better.

**Dean Owen** provides additional information as follows:

Possible restructurings could include:

1. Renaming—e.g., A&S → The School of Liberal Arts or Hudson College, with the goal of establishing cohort learning/mentoring, for better retention.
2. Thematic-focus—e.g., around Grand Challenges
  - a. Sustainability
  - b. Racial Justice
  - c. Global Health & Environmental Studies
3. Dividing what is asked of Department Chairs—
  - a. Divisional Head=Administrative/Manager”
  - b. Department Chair=Student experience, Faculty Development, Alumni Engagement, Leadership
4. Goal of Restructuring:
  - a. More Student-centered
  - b. More Interdisciplinary
5. Increase:
  - a. Interdisciplinary Collaboration
  - b. Faculty Satisfaction
6. A&S must have a clear identity to attract and retain students—e.g., Why come here and not IU or UK?
7. Stewardship of Resources & Efficiency, including inefficient management of gifts.

Dean Owen passes the floor to Provost Bradley.

**Provost Bradley:**

He understands there is worry about departments being eliminated, and he specifies that they are not being ‘eliminated,’ they are being ‘coalesced.’ Faculty seem unconvinced by the semantics.

Motivation for Divisional Structure:

1. Enhance government and improve engagement/morale.
2. Promote Research clusters
3. Address enrollment challenges as we approach the 2025 enrollment cliff.
4. Adapt to intense budgetary challenges

Financially, we (and UK) are in a better position than other Kentucky universities.  
On chart: blue funds = untouchable; red funds = unregulated spending.

[Guested (although no voting): Avery Kohlers, Greg Hutcheson, Laura Moyer, Rhonda Buchanan, Tim Ashe]

## Factors Influencing Tuition: External and Internal

### State Appropriations:

2017: State enacted performance funding. UofL better on average than 7 of the 11 other KY institutions.

Budget has declined steadily since 2008: from \$168.6 million to \$130 million currently

Salaries make up half of budget: Faculty retention is critical. We must increase salaries, and do so equitably.

Facilities and deferred maintenance are also impacted by budget.

Outside inflation also impacts the budget and budgetary projections.

### 4:00 pm—Q&A begins:

Q: How many annual reviews would Chairs have to do?

A: Still Chairs.

Q: Can you define interdisciplinary? And is there student interest?

A: For example the new neuroscience program. ASU provides a model of restructuring.

Provost Bradley: The focus is *not* how many people will be cut.

Lauren Heberle: There seems to be a disagreement over what our mission is. A university is not a business. Funds flow where the work gets done.

Provost: Students are voting with their feet. If we don't come up with something different, they'll go to UK, etc.

Nancy Theriot: I think this is a solution in search of a problem.

Provost: We know that restructuring has been done elsewhere and has worked.

Ann Hall: Is there a plan?

Tracy K'Meyer: a) No historians in town in Summer; our Research is out of town, and b) the meat of the matter is which divisions?

Provost: to tackle comp study (i.e., compensation, not composition)

Robert Fleming: Why not amalgamate Medicine, Nursing, and Dentistry?

Michael Perlin: In biology we're already interdisciplinary, so it's not clear why we're doing this. We start with student and faculty satisfaction.

Michael Losavio: Yes.

Amy Clukey: Passionate plea that brings down the house.

5:10 pm. Meeting adjourned (by Ann Hall, Chair of Faculty Assembly):

Nominations open until Friday, Feb 11, 2022. Voting until the following Friday, Feb 18, 2022.

Microsoft Teams meeting

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