# University of Kentucky 

SENATE COUNCIL

## Regular Session

March 4, 2002
3:00 p.m.

W.T. Young Library<br>First Floor Auditorium<br>Lexington, Kentucky

Professor William Fortune, Chair

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MR. FORTUNE: Thanks for
coming.
The minutes were available to you as you came in. They were not distributed with the Agenda. If there's any question about the minutes, we can hold off approving them until April. So I could give you a moment or two to look those over before I ask if there are any objections or corrections.

And so to move on into Chair's
Announcements -- and then we'll come back to the minutes -- since the last Senate meeting we met with both President Todd and Provost Nietzel on separate occasions. Both of the meetings were very productive, I think. We talked to President Todd about organizational matters. We talked to President Todd about town/gown relations. We talked with President Todd about -- and I think you might recall I brought this up before -- we talked to him about our desire to have the Senate make appointments to the Athletic Association Board and to the Hospital Board. Now, the Bylaws and Articles of those two organizations are being rewritten. We have informally asked to have a Senate appointment to those two organizations. With Mike Nietzel we talked primarily about first-year matters, about -- Phil Kraemer is going to talk about the First Year Committee in a little bit, but about the retention issue. We talked with Provost Nietzel about this issue of selective admissions, the matter which surfaced in connection with the College of Communication's proposal at the last Senate meeting.

Now, let's see ... By way of other announcements, no rule waivers by the Senate Council since last time. The Health Benefits Report you all have outs. I don't think there's any need to go through that.

A possible meeting on April $22 n d . \quad I$ think $I$ noted that at the last Senate meeting. We will definitely meet on April 8. That's a regularlyscheduled meeting. I think there will be a number of Agenda items at that time. As far as the 22 nd is concerned, if there are matters that we cannot deal with on the 8th, plan on meeting on April $22 n d$.

And one other matter, and this is a bit of a personal note. Paul Oberst died last Friday. And I think we'll have a memorial in April; I hope we will. But just to note for you the contributions that he made to the University of Kentucky and to the

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University of Kentucky Senate, he was a leader of the Civil Rights Movement in the State of Kentucky. He was the first -- second Chair of the Human Rights Commission. He was a long-time faculty member at the University of Kentucky College of Law. He was a Chair of the Senate Council. He was one of the first, if not the first faculty Trustee. He was head of the AAUP. He was, in all respects, an asset to the University of Kentucky. And he died last Friday. His memorial was this morning.

Committee Reports, I think we have several committees to report. Andy? Andy Spears.

MR. SPEARS: The Academic
Facilities Committee arranged a meeting with the
University Master Planners -- that's the firm, Ayers, Saint Gross from the Baltimore area -- on February the 20th. There weren't many of us there but we had quite a good turnout of students. An Architecture and a Landscape Architecture class came, as well as good representation from the Academic Facilities Committee.

Subsequent to that, the Committee met on the next morning and we generated several questions for the planners which I took to the Steering Committee that afternoon. And they gave us some pretty good answers to most of the questions that we had asked. Stay tuned, there may be another opportunity to meet with this group on April the 3rd. We're working on that right now and there will be an announcement very soon if that's possible. So that process is perceived. MR. CHAIRMAN: Brad Canon I saw come in. Where did he go? Brad Canon has a report.

MR. CANON: Well, on the Board of Trustees election, we did get into the KERNEL and even into the $H E R A L D-L E A D E R$. So most of you probably know that Mike Kennedy was elected to the Board of Trustees by your ballots that we counted in the middle of February. Is Mike here? If you don't show up, your office is forfeited. (LAUGHTER)

MR. FORTUNE: I think Michael deserves -- Let me say that this was not a chadhanger, as they say. I think Michael beat me by more than--

MR. CANON: I can give you the
numbers.
MR. FORTUNE: --George Bush --
Yeah, go ahead.

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MR. CANON: I didn't want
to...
(LAUGHTER)
UNIDENTIFIED MALE: Embarrass.

MR. CANON: The three candidates were Mike, Bill and Davy Jones. On the first ballot Mike got 502 votes. Bill got 382 and Davy Jones 210. We then counted the second-choice ballots of the Jones voters with Bill getting 40 and Mike getting 98. And so the final ballot, with the secondchoice voters included, was Mike Kennedy 600, Bill 422. And there were 1,094 ballot votes cast, 1,022 on the second round.

MR. FORTUNE: Well, that was something on the order of Johnson and Goldwater.

MR. CANON: Not quite.
(LAUGHTER)
MR. FORTUNE: But, in any event, I think Michael deserves, in absentia, a round of applause. He clearly has the mandate.
(APPLAUSE)
And I can go back to a normal life.
Bill Kraemer -- We have a First-Year Committee that Mike Nietzel appointed and it's a pretty exciting committee. Phil Kraemer is chairing that Committee. And I'd like for Phil to give a brief report.

MR. KRAEMER: Well, I'll be very brief because we've only had two meetings but the work's in the future. We've got a good core of individuals who are coming together. And a measure of their diligence is that they have appeared at 8:00 in the morning to talk about issues of undergraduate education.

The goal is to try to take some of the ideas that we have floated here and have been lingering, languishing perhaps, and to take some new ideas and really focus this in a kind of package way so that we'd be able to say to our undergraduates: Here's what we're going to do to help you succeed, to foster engagement with the institution, and then ask them to make some commitments to us.

The proposals will focus on the firstyear experience, certainly, and try to find better ways for our students to hit this campus with enthusiasm and a level of commitment that will improve their success rates. But we're also going to look at things like the graduation contract, once that passes through the

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Senate Committee, and a number of other ideas that are really meant to highlight the nature of our undergraduate experience, both in terms of faculty perspectives and in terms of the student perspectives. And I'm excited about some of the ideas. We'll be looking at a teleconference next week by an organization that is regarded as the leader in retention and other issues.

And any ideas you may have, please pass those along. This is clearly one of those areas that we have to have the cooperation of all faculty. It's a collaborate adventure for us and I'm excited that we're going to be able to really make some progress here quickly. This is a committee that will have at least some very concrete proposals out before the end of this term but may also continue to work on some other issues as we move ahead.

MR. FORTUNE: I didn't ask him ahead of time but -- Yes, Ruth?

MS. STATEN: Where would you find a list of members on the Committee?

MR. KRAEMER: I could post
that on the Undergraduate Education home page. I'll do that. It has good representation, including members of the Senate. Deans are representing the faculty and students, of course. But I think it's a committee that also wants to hear from anyone that has anything to say. And I will take any idea at this point.

MR. FORTUNE: And closely related to that, as you recall, the Senate has asked us to move forward on the graduation contract. And Jeff Dembo, who is here, is chairing that committee. And I believe Jeff's committee has met once at this point. And so that committee will be coordinating with Phil's committee.

Do you have anything you'd like to say with--

MR. DEMBO: In contra-
distinction to Phil's committee, we did not meet at 8:00 in the morning. We also had catered food available, you know.
(LAUGHTER)
We've only had one meeting so far. And the goal that we have is first to determine whether or not a need exists on campus for a graduation contract. Secondly, if a need is determined to exist, is it feasible to have such a thing. And then if it is feasible, what are the different ways we can approach

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it. And then at that point we'll bring our ideas back to the Senate and the Senate Council for further hearing.

MR. FORTUNE: And one more aspect of this whole issue of Undergraduate education, but after the vote on the College of Communications proposal, Mike Nietzel asked the Senate to declare a moratorium on selective admissions proposals and to study the issue, to appoint a committee to study the issue. And I have not -- I was ill last week and haven't had a chance to appoint the committee but I did look through the Senate rules. And the variety of criteria for selective admissions into the college and the different standards within the colleges, it really is a -- It really is a Byzantine thing. The selective admissions issue is noted in the self-study report as something that needs to be addressed. So I'm going to appoint a committee shortly to try to get a handle on the selective admissions in the Undergraduate colleges on a campus-wide basis.

MR. KRAEMER: Bill, could I
make one other quick--
MR. FORTUNE: Yes.
MR. KRAEMER: One of the issues that we're trying to deal with, with this First Year Task Force, is to try to collect ideas on traditions and inaugural events. And each of you, no doubt, has attended an undergraduate institution. So if you have any of those traditions or ideas, pass those along. We need to begin to find something that becomes the signature for undergraduates attending the University of Kentucky. And I think that would also help us in just getting engaged and helping faculty to recognize that engagement. So pass anything along to us. I will put on the website, maybe, if I have the technical support, a way to communicate easily with us. MR. FORTUNE: Kaveh. Kaveh Tagavi?

MR. TAGAVI: Yeah. The same line of the previous request. Will we please be informed who are on Jeff Dembo's committee, also?

## MR. FORTUNE: Yes, we can do

 that. I'll have Cindy do that. Are there any other committee reports? (No response.)Okay. If not, there are no action items today. We deliberately did not put any action items on because we thought it was important to devote this

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session of the Senate to the Futures Committee Report. And I will just say, by way of introduction of Genia and David -- I think you probably know both Genia Toma and David Watt -- that this was a very broad-based conscientious Committee that worked over many, many hours, and I know because I was there, that worked in good faith.

And while you might disagree with aspects of the Committee's report -- you might feel that some of the proposals are wrong, long headed or whatever -- I wish that you would accord this Committee, and you'll see the Committee membership when it's flashed up there -- I wish you would show this Committee the respect that it deserves for many, many hours of hard and conscientious work trying to deal with what is obviously a very difficult charge.

And with that, I will introduce to you the Co-Chairs of this Committee -- and they deserve a special thank you -- Genia Toma and David Watt. I don't know how they're going to present this. But, collectively, it's yours. (APPLAUSE)

MR. WATT: Thank you, Bill.
Can you hear me in the back?
(AFFIRMATIVE AUDIENCE RESPONSE)
MR. WATT: Good. I'd like to begin by picking up where Bill left off, and that is that I want to thank the members of the Committee. These individuals attended many, many meetings over many hours. We have not had an easy task before us. And I appreciated the good thoughts that each one of them brought to this process.

Let me also say that since last Friday I have received, as you might guess, more than just a handful of e-mail messages. (LAUGHTER)

And I, too, want to commend the faculty for the nature of these messages. Although they have disagreed at times with the nature of some of our recommendations, they have brought a level of civility and discourse to those disagreements, which I think is very helpful.

And I want to emphasize right at the outset that this is not the final report. This is still very much a work in progress. We felt it would be wrong for us to simply issue a report and disappear into that goodnight. Rather, we wanted to put forward our current thinking on a variety of issues and let the

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faculty react to this. And I suppose this is an opportunity for all of us, an opportunity that we perhaps haven't seen for a number of years. We, as a faculty, have a new administration. We are excited about where the University is going. And this is, for the first time in many years, the opportunity for the faculty to participate collectively in deciding what our future might look like.

I am going to talk briefly about a few of the things that I presented last Friday. But rather than bore everyone, I thought I might begin by asking for a show of hands. How many of you endured Dave Watt's presentation last Friday? Would you raise your hand if you went to...
(SEVERAL HANDS RAISED)
All right. So I see a number of hands. So I will give a somewhat abbreviated presentation.

I also want, in case I should forget at the end, to thank Lisa Collins from the Graduate School for her staffing of our Committee's effort. She handled this gracefully and with professionalism that I can say that I haven't seen in many others but, certainly, she did a marvelous job.

All right. So the charge to our
Committee. And, unfortunately, we have been given this name, the Futures Committee, which has led some to conclude that we are to handle all things related to the future of the University. And we've had a number of interesting e-mail messages along those lines. In fact, our charge was fairly specific: To assess the current status of the University's scholarly and educational strengths, as indicated in the first bullet; and then in the second, to recommend seven to ten areas of contemporary scholarship that should be the priorities for investment.

The committee essentially lumped the first two of these charges together. And I will try and give you a snapshot of where we are in that particular part of our charge. And then $I$ will turn it over to my Co-Chair, Genia Toma, and let her talk about the third charge which was to propose specific options for academic restructuring.

Before I get to the recommendations, let me talk a bit about the process that we followed. As Bill indicated, we started meeting in August. We met with the Provost to make sure that we understood precisely what it was that he had in mind when he appointed this Committee. We divided initially into

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subcommittees, one to look at the priority areas for investments, the other to look at restructuring. But we found, after a month or so of trying that out, that it really was not workable. So we reconvened as a Committee of the whole and basically proceeded down the road in that fashion.

In our early meetings we decided we would try and develop some guiding principles. These are the six that we settled on. As we would debate the various issues in our charge, we felt that number one should be the issue of trying to serve students better, whether this be through advising that might grow out of different structural reorganizations or some other aspect of building a program that might serve students well.

Achieve national prominence. We have a good deal of discussion about this term "Top 20." I may not like that particular terminology. I'd rather say that we're working toward some form of national prominence for many of our programs.

Streamlining administrative structure. A good deal has been done along these lines by our President, already.

And serving multidisciplinary interests.
All of us are aware that our disciplines are changing. Boundaries are dissolving. And it is important that we not necessarily erect barriers that would inhibit multidisciplinary activities.

Then we want to respond better to the needs of the Commonwealth. We recognize that there are many constituencies out there. We have one group that is exhorting us to look at those particular programs that might lead to enhanced economic development. Those, however, are simply one of the constituencies that we had to listen to and try and respond to. We could not listen to all of them. But we tried to, in fact, take into account all of these various issues as we devised our list.

Finally, to invest in areas of current, established strength. One of the temptations that you face whenever there's new resources on the table is to invest in some new program -- there are always new areas of scholarly endeavor -- and we tried to resist this temptation. It was our feeling that we needed to look across the University for those key areas where there was already some strength and to invest in those areas, bringing them truly to national prominence.

What did we do? Well, in order to

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gather data as a committee, we met with each and every Dean. We met with Centers and Institute Directors. We held three open meetings for the faculty. I will confess to you that probably a number of you did not have the opportunity to participate in those. Perhaps it wasn't clear exactly what direction we were thinking of taking at that time. Some came but perhaps not every voice was heard at that point.

We solicited input from faculty via the website. And, as I said, I guess I would have roughly a ream of paper that I have printed out of e-mail messages that have arrived since last Friday. And a number of you solicited information prior to that, as well. And we have carefully read that and tried to take that into account. And we have been through, as listed here, a variety of documents that we could obtain either from internal or external sources in trying to evaluate programs.

So at the end of this process, we ended up with nine areas that we will recommend. These are not listed in priority order. These are simply an alphabetical listing of those areas. Under each one of these, we have listed a number of departments that might in fact be eligible for funding. I will be glad to expound on what some of those are, if you're interested in the specifics.

I will tell you that we probably left a few people off the list, judging from messages we've received in the last week. Blame me. I'm the typist that tried to put these together. Never attribute to some sort of cunning what is probably better attributed to just stupidity on my part in trying to assemble this perhaps in too hurried a fashion.

We debated, I would say, some 40 odd areas for a conclusion. We then had a series of votes by all the participating members of the committee. And, based on those votes, these were the nine that emerged as areas worthy of investment. As I have said before, and hopefully it will be repeated by you to your colleagues, we believe that there are many more fine areas of scholarship than the nine that we have listed here. We have selected these nine simply because we think they are poised at this point in time to achieve national prominence were we to infuse additional resources into them.

Okay. With that, I will end my comments, introduce my Co-Chair, Genia Toma, who will talk about the restructuring part of our

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recommendations and we will then throw the floor open for discussion and questions.

Genia.
MS. TOMA: Thank you. And I
want to thank David for taking care of things last Friday when I was ill. I timed it perfectly. I couldn't get out of bed for the presentation.

I'm going to talk about the restructuring for a few minutes. And $I$ wanted to tell you that we divided this into three parts. When we looked at restructuring, we thought about central administration, then colleges and then finally centers and institutes, including graduate centers. That was part of the charge that was given to us explicitly at the beginning.

Our first recommendation has to do with central administration. We argued that the President should consider an immediate administrative structural change that creates one central administrative body for the academic units of the entire University. We debated this for quite some time and discussed the merits of having a central administrative team that's looking out for the welfare of the entire University and in setting the values of the entire University. And that's what we intended with this recommendation.

We also had a recommendation that I don't really think we should even talk about much, but to look a little bit at the office of the vice president for research and, in particular, thinking about how indirect costs are distributed. Because this is one of the issues that kept coming up to us when deans came to see us, when we had some of the open forum for the faculty, and when the center and institute directors came before us. So we heard this a great deal. We are not making a specific recommendation, just suggesting that this is something that really merits some further review.

Then when we went to the colleges, we started with one that came very much internally. There are faculty within these groups that have been working together and that had formed an external group and asked an external group to come in and examine what was going on with their groups. This was -- We've pulled from three different groups, the College of Architecture, the Department of Interior Design, and the Department of Landscape Architecture. We are arguing that these groups should be merged and form a new College of Design. This is one that has truly

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risen from the faculty. It's bottom up. And we are putting a stamp on something that an external consultant has already argued. And we find merit to this notion that these persons and these groups are all looking at design issues and that they could benefit by being in one administrative structure.

The next -- Once we started thinking
about this, when we -- if we pulled the Interior Design group out of the College of Human Environmental
Resources, there is clearly a gap in that college. And then there is an issue of, what is the research core that remains in the College of Human Environmental Sciences? We talked about this a great deal. We talked to faculty. We talked to -- We got lots of inputs from this.

We went back to some of the reports that were done earlier in the '90s, as many -- And many of you may be familiar with the Hackbart Report that was done in the early '90s. We pulled from a recommendation that was made at that time. Some people have argued that it would take 15 years to get things through at the University of Kentucky. So you're just pulling on that and making the same recommendation. (PAUSE; FIRE ALARM TEST)

We are recommending the elimination of the College of Human Environmental Sciences. We have tentatively made some suggestions about the placement of different areas that are currently in this. We inadvertently left out one of the groups. And in the last two weeks we've received many alternative recommendations for where these groups should go. I might suggest again that in terms of the faculty, many of the faculty recommendations are not really arguing against the elimination of the college but more where the specific groups should go. So that is one of the issues that we are still considering. And I'm not certain what we're going to recommend at the end in terms of where the groups might go.

Once we did -- After we did this one, we went to another one that has, as were based on emails, created a great deal of anxiety, consternation, certain other adjectives that might be used to express this, the College of Arts and Sciences. And I might tell you that, again, our thinking on it originated from those faculty forum when we had persons from the different groups coming in arguing to us that the college does not work well. So this was where the seed was planted.

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And we started thinking about this and then examining it. And, as we thought through the College of Arts and Sciences, it did appear to us that this is a college that has been, in some sense, a stepsister to what -- the way it should have been if you think about what Colleges of Arts and Sciences should be at the University of Kentucky. It's been a poor college. It's been one that's had lots of problems in terms of having highly-regarded PhD programs and other graduate programs in the University. Our notion was that we could strengthen this by thinking about it in terms of the way that the groups are arranged, in terms of disciplinary cohesion. We thought a great deal.

A lot of our thinking behind this came from looking at structures at the National Science Foundation where there's funding for these different groups and how they're structured, and also looking at it, I must confess, from a book by E.O. Wilson called Concilience. So we were thinking about all of these sorts of things as we recommended that the College of Arts and Science be broken into three new colleges. And what we suggested at the time was a College of Science and Mathematics, a College of Social and Behavioral Science, and a College of Arts and Letters. Our thinking was that the College of Science and Mathematics would be from combining departments that are currently in the college who, quite frankly, feel that they have been subsidizing others within their college, that the funding that they receive has not been shared by these groups, and that they are being asked disproportionately to fund others within the college and that their argument is, that the funding realignments should actually come from the entire University, not just from this group. So all of these were elements of what we were thinking.

I confess culpability on this next one. We thought a great deal about this. This is a college that if it were to occur, we believe, would be one of the strongest colleges in the Institution. This would be a College of Social and Behavioral Sciences. It's one where if you put all the units together that we have suggested, would have great funding potential at National Finance Foundation, at the National Institutes for Health, several different possibilities. And it is one that would really bring together some of the social sciences that have not been together at the University of Kentucky. And, speaking again from -- as a social

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scientist myself, it's one that I think would give it more credence than has been given in the past. We would actually have a stronger emphasis on Social Sciences. We've, again, been rather weak at the University of Kentucky, from the opinion of the committee, and this would be a move that we see as strengthening Social and Behavioral Sciences here. And, finally, we have two other suggestions and we are not wedded to these. But one would be to take the departments that now consist of what we would consider the Humanities within the Arts and Sciences and combine those with the School of Journalism and, also, the College of Fine Arts to be a College of Arts and Letters. And this would be a college, then, where we would have all Humanities and Fine Arts under one administrative structure. So, logically, we think it makes sense. Now, I know some of you don't but we can discuss that.
(LAUGHTER)
And then, finally, and I've had many discussions with people from the multidisciplinary groups this week, what we would suggest is that this is something that needs further consideration -- we aren't certain at this point; this is something we're going to consider still before we make a final recommendation -where the multidisciplinary groups that are currently within the College of Arts and Sciences should be housed. One of the things we've heard this week is that they should be in a separate unit that really emphasizes multidisciplinary. That's something we will take back to the committee and consider. There are other alternatives that we've heard. We're going to take all of those back and consider them as we meet the next time.

Then we move to colleges and current Medical Center. We heard lots of discussion about the College of Allied Health and, really, questions raised about what the research core is within the College of Allied Health and how this college is integrated into other programs within the Medical Center. Our committee did not meet long enough, nor did we have enough information to answer the kinds of questions that were raised by people that came before our committee. So what we are doing is not making a recommendation about the college but, instead, recommending that another committee look at this and ask questions very explicitly about the role of the College of Allied Health in our University's future.

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And then, finally, one of the things that we were given by the Chancellor of the Medical Center was a request to create a sixth college within the Medical Center, a College of Public Health. Our committee looked at this a great deal. We spent a great deal of time talking about it, talking with the Chancellor, talking with others about the College of Public Health. We were not able to agree with the Chancellor that this is something that we should be doing at this point in time.

Instead, what we suggest is that the President should appoint another committee, and one with scholarly credentials, that looked at what role Public Health should play at the University of Kentucky, whether there should be a School of Public Health and what, if anything, its research mission should be, its scholarly mission. What should its national -- What should we focus on if we're striving for national prominence in these colleges, in these different areas; where is it going to be in a future School of Public Health, if there is to be one. So we're recommending further discussion about this issue. We then turn to centers and institutes.
We were asked explicitly to discuss the current graduate centers that answer to the Graduate School Dean. I will give you, rather than the long report, the short report in terms of our recommendations for these graduate centers. We recommend that Toxicology stay where it is, that Nutritional Sciences go to the College of Medicine, Gerontology be folded into the Sanders-Brown Center on Aging, which should then be folded into the College of Medicine.

Biomedical Engineering came to us with a request that they start an undergraduate degree program. If so, it cannot be done under the current structure reporting to the Graduate School Dean. We had a great deal of discussion about which place it should go, whether it should be Medicine or Engineering. We concluded because it's fundamentally an Engineering program, that this is where it should be, the College of Engineering.

And, finally, the Martin School and Patterson School, which are the two current, in quotes, Lexington Campus Multidisciplinary Programs that answer to the Graduate School Dean, we have suggested that they either stay with the Graduate School or if there is a new College of Social and Behavioral Sciences, that this is where they might best belong.

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And then, finally, we had recommendations concerning centers that do not provide degrees. And at this point -- and again, this has not been a complete study -- we still have much to go because there are many, many, many centers on campus. But these are the ones that at the moment that we're recommending stay independent, report to the Vice President for Research. Many of these have State mandates behind them that would make it difficult to put them into a particular college. It would make fulfilling that State mandate difficult. And so we're recommending that they stay independent.

I think that is the fundamentals of what we have suggested. As Dave said, this entire report was presented to you as a means of starting discussion, not as a means of suggesting that this is something that should happen tomorrow. And it's not saying that anything that we're recommending that we feel 100 percent certain that we're right and that we're going to defend it until we go down in flames. Okay? All of this is intended for us to think about how we might look at us in the future and whether there are some structural changes that we might make that would truly enhance our program that would move us further along as we try to achieve national prominence, because our committee was committed to the notion that achieving national prominence is something that we truly want to do. Thanks.

MR. FORTUNE: I think David and Genia will take questions and comments. And if you will, as you know, we have a stenographic transcript made of these proceedings. So when you speak, if you'll announce your name.

Richard Labunski back there was the first person, I think.

MR. LABUNSKI: Thank you. I'm Richard Labunski from the School of Journalism and Telecommunications. And I do want to preface my remarks by commending the committee for its hard work. Nothing I'm about to say should be interpreted as not appreciating the difficult job that you all have undertaken.

MS. TOMA: We've heard that
many times in the week. (LAUGHTER)

MR. LABUNSKI: Professor Toma, I really have two questions for you. One is -- Our faculty has met three or four times since this report.

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I mean, we've been meeting constantly about this. And the first question $I$ have for you is: Do you want us to simply say whether we support or are in favor of the recommendations of the Futures Committee and leave it at that, or do you want us to suggest an alternative? But then I do have a second follow-up question. So can you tell us what it is you would like the academic units to do at this point in reacting to your report?

MS. TOMA: It would be helpful to us if you do not simply say yes or no, but if you provide us with an argument for why you're saying yes or no.

MR. LABUNSKI: And then I take it, then, following up on that, you would like us to suggest what an alternative would be.

MS. TOMA: Absolutely.
MR. LABUNSKI: Okay. Then the
other question, if I may, our school which is currently in the College of Communications and Informational Studies, everybody knows that because you wouldn't let us raise our GPA last month. (LAUGHTER)

Our school is in the College of Communications and Informational Studies with the Department of Communication and with the School of Library and Informational Science. And we, of course, have a Graduate program at the college level. My personal opinion is that it ought to not be called the College of Arts and Letters. It ought to be called the College of Miscellaneous Departments.
(LAUGHTER)
We wonder what in the world we have in common with Germanic language, French languages, Spanish, Classical languages. I just wonder if the committee really understands what the School of Journalism does, the three majors within our school, Integrated Strategic Communications, Telecommunications, Print and Broadcast Journalism. That includes Public Relations and Advertising. The idea that we would be separated from our Graduate program so none of the JAT Faculty members could participate in the Graduate program, as we know it, and would then be moved over to be next door to Germanic languages in a closet in POT, we just don't understand. If somebody could explain to us why the School of Journalism was ripped from its current place and tucked over in the College of Miscellaneous Departments, I would sure be interested to hear the answer.

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MR. WATT: Well, I guess we understand the gist of the message we're likely to receive.
(LAUGHTER)
But, you know, let me assure you that not all of the departments that are in that list are technologically backward. Many of the humanities are moving more and more to be technology driven, which was part of the point that $I$ think you made with regard to where Journalism is at this point in time. Is Journalism well positioned if it were to be in a College of Arts and Letters? A term that I prefer over the one that you suggested. I don't know the answer to that. And I think that that's up to the faculty. Remember, we're here to engage in the discussion. We're not telling you what the outcome is.

MR. LABUNSKI: Well, Professor Watt, what led to the decision to move us away from the other units of our college and put us over there, to begin with?

MR. WATT: It was based upon discussions with faculty group that that seemed an appropriate position for the School of Journalism. And you had a member of your college on that committee.

MR. LABUNSKI: Yes. Somebody
who remains in the college and is not over in the new College of Miscellaneous Departments. So it's not exactly a representative view of the School Faculty.

MR. WATT: You know, I'm not sure that this is the forum for us to try and debate back and forth as to what every member of our committee said. We didn't do this in a cavalier fashion. We certainly listened to arguments, just as we're inclined to listen to your arguments.

MR. LABUNSKI: Okay.
MS. TOMA: Yes?
MS. JENG: Ling Hwey Jeng from the School of Library and Informational Science. I'd like to frame that question a little bit broader and to try to understand from the committee's point of view what is the rationale behind eliminating the College of Communications and Informational Studies and put it underneath another college.

MS. TOMA: One of the things we did when we started looking at the college restructurings, was to go to our benchmarks and look at the structures of the benchmark institutions. And, of course, we were more interested in going to look at

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universities that are ranked higher than ours, as opposed to those who are ranked lower than ours. And one of the things we found, is that there are many institutions where colleges -- there are no College of Communication but, in fact, it's in Arts and Sciences, Arts and Letters, in a variety of arrangements.

And so we could find no compelling argument to keep a College of Communication separate and incur all the different costs that are involved with having a college, because it seems to us that at least within Communications, for example, that it is a social and behavioral science. And so why not bring it in with the other Social and Behavioral Sciences.

MR. FORGUE: I'm Ray Forgue in
Family Studies. One question is more procedural. I assume, then, based on the comments you're getting, you'll be making final recommendations. If you could kind of give us an idea of when that would be and then if you have any clues as to when those suggestions or recommendations that you make will begin to be operationalized in these specific proposals.

MS. TOMA: We would hope that within a couple of weeks our report will be finished. That's our hope and that's what the Provost and President have kind of suggested, that they would like to see something within a couple of weeks. Implementation is not ours. Implementation will be entirely left up to--

MR. FORGUE: (Unintelligible) MS. TOMA: No.
MR. FORGUE: Okay. Let me follow that up then with -- Not talking about the structural aspects, but again going back to the nine areas of emphasis that we initially talked about, to what degree is that in the same kind of a frame where you're asking for input on those and suggestions for additional ones?

MR. WATT: We're certainly
open to those suggestions, Ray.
MR. FORGUE: Because I'm
concerned that one of the bigger areas of need in this Commonwealth has to do with things that relate to -- if you look at a lot of measures of teenage pregnancies, education level, things that based in the human capital of this state are kind of left off that list. And something that focuses on poising the Commonwealth to be ready to participate in some of the very strong science areas that you've talked about in that list

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would be a good addition to this.
MR. WATT: Any suggestions that you send to us, we will certainly take back to the committee.

MR. FORGUE: Thank you.
MR. WATT: Mr. Tagavi.
MR. TAGAVI: You know, I
certainly have a lot of respect for the two of you. You have gone boldly where no other man or woman would like to go, voluntarily. (LAUGHTER)

Having said that, I've been given these recommendations and asked for input. My first input on the surface is, I like it a lot. But if you wanted more meaningful input from me, I would like to read for myself the rationale that have gone into these decisions. Some of them you have mentioned right now and I appreciate it a lot. But, for example, I see you mentioned Toxicology should remain. I'd just like to know why you have made that decision, if it's possible. What I'm asking, is it possible that you would share with us, before finalizing, some of your rationales on these recommendations?

MS. TOMA: Well, that's what we're trying to do when we come before you, is to provide our rationale for what we're thinking and we're doing. We are not -- We are not thinking about putting draft proposals out there in terms of a written document.

MR. JOE ___ Well, but you've given -- Joe _, Department of Physics. You have given us no reasoning for any of this. Dr. Watt's presentation last Friday was to plunk down one new graph over another of what the proposal was but with no explanation for it. Every question you have heard is: What is the rationale for? Now, I think that you could give us a paragraph, at least an explanation. I went to the web page fully expecting to find some more explanation than the executive summary. That is all that's been posted.

MS. TOMA: Well, one of the reasons we cannot give you a written document behind this, is the committee doesn't have one that has gone out of our committee yet. We don't even have something that has gone into written form that has been approved by the committee that could be shared with you. We're still working on this. It's work in progress. And, for that reason, we just can't share it with you. I

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mean, we're trying to do this so that we can provide some of the arguments orally. And that will help us in constructing the rest of the written draft.

MR. WATT: Joe, your position seems to be one of, we should state exactly why we're making a recommendation so that you can attack it. What we would rather say to you is, if you look at the notion of a College of Science, what in your mind are the pros and the cons?

MR. JOE $\qquad$ : Yes. But this means I'll never find out what anyone else ever thought about it. It means the discussion is taking place entirely in this vacuum. I would like to see, for example, an online bulletin board where everybody's comments are out there. We'd know more than we know now.

MS. TOMA: I don't know if we can do that or not.

MR. WATT: I just don't know what we can do in our time line, Joe, with what we've been given. But I appreciate your point and I read your e-mail message. It said essentially the same thing. Now, are there other questions before we come back to you?

Yes. I'm sorry, I don't know your name. MS. SCHMITT: My name is Laura Schmitt. I'm a Graduate School Senator. I see here that one of your guiding principles is to serve students better. I also see that your sources of data are faculty forums, meeting with the deans, the directors, faculty website. What were your initiatives out there and when did you address student forums or our concerns? Did you actively ask for our opinions or are you just serving us better through the faculty's opinions?

MS. TOMA: We did not have--
MS. SCHMITT: Stop and think
of that.
(LAUGHTER)
MS. TOMA: We did not have any forum explicitly for students. We did solicit opinions from faculty about their considerations, what would serve students better.

MS. SCHMITT: Okay. On those lines, before you make your final recommendations in two to three weeks, would you perhaps try to have some type of student forum? And if it doesn't work for you, we have student government representatives that might

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be willing to meet with you so that you don't have to do an entire University forum. Would that be possible? MR. WATT: We would be -- I would glad -- I can't speak for my Co-Chair. But we will be glad to meet with a group if that's important. We have certainly received a number of messages from students in the course of the last week and those will be read and synthesized as we take things back to our committee.

MS. TOMA: Go ahead.
MR. THOM: Bill Thom from Agriculture. I guess one of the questions or one of the things I did not see was addressing any outreach or public service, and particularly as those work together with research and scholarly interest, or to identify what I perceived was clientele problems that was mentioned in terms of criteria. That sometimes is a very important interaction that needs to take place even as you identify areas of emphasis. And I didn't see anything resulting from that or any recommendations or input or anything.

MS. TOMA: I actually think that maybe it's because we didn't describe it when we were going through. But, again, we talked about public service a great deal. But, remember, when we're choosing the areas of excellence, that we're starting with those programs where there is some sense of national prominence, that we think we could get there.
One that I can point to very explicitly that has large public service components to it is the public policy area that we chose as an area of excellence. It's one that has national prominence and has a very active public service role. That's not to say that's the only place. But many of the public service dimensions of what the University does can be captured through that. MR. WATT: In the back, yes? MS. WALDHART: Enid Waldhart in Communication. I have a question about the seven to ten areas. I guess I would like to know how you see these defined in terms of forever. These are areas of strength that we would like to emphasize. But does this mean that forever after, that's all we'll get? Okay.

MR. WATT: Enid, that's come through in a number of e-mail messages. We believe that our report probably has a finite lifetime, let's say, somewhere between two to five years. My guess is that three years from now, if we are fortunate enough

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to again have a governor interested in making an investment in this University, it would behoove us to get another faculty group together and go over this again. So we are not proposing that this will be carved on stone tablets and set up in front of the Administration Building. We think it is a -- you know, a list that will evolve and change over time.

It would have been a hell of a lot easier for us if we had been allowed to construct a list of 40 -odd categories. I actually argue just the opposite; I argue that we ought to choose four or five areas. Again, many would recognize that they would not be on that list. And we would really be forced to argue for only the very best. But here we are. We were given seven to ten as our charge and we've done our best. Now, we're hearing from faculty that we neglected this area; we forgot about this group. We'll go back to the committee and see how they feel about it.

> Yes?

MS. JENG: Jeng.
MR. WATT: Go ahead.
MS. JENG: Another aspect that
I have not seen addressed in the report is the aspect of professional schools. And because the Library and Informational Sciences, for example, is a professional school in most major universities. It is, you know, a separate college or a separate school, graduate school.
And Journalism has a big component of professional services. A big part of Communications also have a component of professional services. And $I$ wonder how the committee see the whole mission of professional services within the colleges.

MR. WATT: Well, of course, there are many professional programs at the University and we recognize that. But we did not -- Our charge was not: How do we elevate the stature and improve the quality of professional services? Our charge from the Provost was: What programs are positioned for national prominence? Now, if those programs happened to fall within colleges that currently house largely or exclusively professional degreed programs, sobeit. And, if not, then we needed to move on. So we did not use that as a sole criteria for judging who's in or who's out, anymore than we chose grant dollars for making decisions.

MS. JENG: The reason I asked that is that we do see around many of the faculties

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within the college that there is a big major component of professional services, which is not always weak when it comes to national prominence. And we do see that across several disciplines in the college.

MR. WATT: Well, I'm not sure
of the argument you're trying to make. Are you making the case that since you do have a large professional program, you shouldn't be expected to meet the same standard as a college that does not?

MS. JENG: Absolutely not. That was not the case at all. That wasn't in my argument at all. My argument is that a professional school is just as comparative and could -- could achieve national prominence just like any other school. But the mission of a professional school is slightly different, the major is slightly different from a research--

MS. TOMA: I think we
recognize that. All of us were very aware of that. That's a role of a professional school.

Don? If you're mean, I'm taking those Girl Scout cookies back.

MR. GROSS: Don Gross,
Political Sciences. From listening to the report and recommendations, you said the President should consider eliminating, merging, et cetera. There only seems to be one exception to that, and that's that the President should invite the faculty of the Department of Econ, Ag Econ. Does that imply that they have a choice and no one else does--
(LAUGHTER)
MR. GROSS: --or is this an ambiguity where they're going to be placed?

MR. WATT: The committee was divided on those particular departments. And so that was the language that we crafted for those particular departments, namely, the President should invite them. But we recommended to the President that he certainly consider doing all of them. Should we have swept them all into the same language? Probably.

MS. ARTHUR: Mary Arthur, (inaudible). Maybe you've said this and I just didn't get it.

COURT REPORTER: I didn't get
your name. I'm sorry.
MS. ARTHUR: Mary Arthur. It's unclear to me how you identified and selected the departments that would fit into each of your areas of

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excellence. Can you say more about how you selected those individual departments?

MR. WATT: We did our best to basically rely on the committee and the information we had in front of us. And, as I said at the outset, is it a perfect list of departments under each of those? No. And, Mary, if we left you out and you feel you have a role to play in one of those, then, by all means, let us know. Give us the argument as to why you should be included.

MS. ARTHUR: That wasn't my point. But -- Right.

MR. WATT: Okay. So what is your point, Mary? I'm not trying to evade your question.

MS. ARTHUR: It's unclear to me how you selected those, what the criteria were for identifying those individual departments, whether those are departments with excellence throughout the entire department or whether they had to have 50 percent of their faculty engaged in excellent work or just what that process was by which you said, here's a department that belongs in this. I mean, it's really not a personal concern about my department, which I'm not surprised was left off the list.

MR. WATT: Well, let me say, well, it's not an easy matter to basically say, here are the -- here's the one or two things that we looked at in order to decide which of these thematic areas we would pick and which departments would be on the list. We did our best to rely on committee information, data that we had accumulated internally, in order to decide that in some cases there were clearly nationally prominent figures, based on invitations to meetings, presses that were accepting their books, grant and contract dollars, and that these individuals would likely be part of a program that would fit that thematic area.

MS. TOMA: And some of this
information came to me--
MR. WATT: You're still not satisfied. So, you know, ask the question again. No?

MR. GOVINDARAJULU: My name is Govindarajulu from Statistics. I would like to commend you with the very bold and provocative suggestions. And, number two, I have a couple of suggestions for the committee. One is, they identified only nine areas based on an existing standard. If I were to truly buy

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my stocks on the stocks that have five stars, morning stars, they may not do well next year, for example. So I suggest that the recommendation to have another set of departments and programs which have a very promising, aspiring to a national prominence. Number two, the committee has not addressed one question. Has it done anything on cost effectiveness of this restructuring? If they can show it is cost neutral, can save some money and throw some resources at some college which is battered and bruised like the Arts and Sciences, it would be very helpful. Number three, I hope your committee will not go out of business in two weeks. I would like the committee to go on and look at other areas like the future of the LCC and some of the other pressing questions.

MR. WATT: Speaking for my CoChair, we very much want to go out of business. (LAUGHTER)

Let's see ... With regard to your point that we should anoint a group of departments to be in the "Reedy" terminology of tier- two departments, we resisted that temptation. Yes, it was there and we discussed whether to do that. Clearly, as I said, our job would have been a lot easier to put 50 names on a list and then let someone else select who really gets the resources. Instead, we tried to do the difficult thing which was to hone it down to a handful of those units that we really felt were deserving. I'm certain that if we constructed a list of tier-two departments, we would generate another couple of hundred e-mail messages as to, "Why aren't we on that list," as well. And, finally, with regard to this issue of cost effectiveness, it's a perfectly valid point. All I can tell you is that we met for hundreds of hours and wrestled with things. Frankly, I wish we had more time, given the size of our charge and the difficulty of our charge. We did not do the type of calculation that you are suggesting. We basically divorced ourselves from issues of finances. Perhaps that was foolish but, frankly, we just did not have the time to delve into it.

Dan?
MR. ROWLAND: Dan Rowland from the U.K. Center of the Humanities, from the Department of History. This is a kind of related question. I think there's a lot of anxiety that's been raised by the conversations that you all have started about the

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creating of a sort of set of "haves" and "have not" groups with some groups wanting more funding in order to be able to pursue their research. This has come out in some of the questions in public forum and has been part of e-mail conversations that I've seen. And other groups, seeing as how budgets are zero to some gains, other groups seems like being pushed further outside of something. Now, this is just an anxiety I've heard from many people. I don't know whether it's something -whether that's also something you didn't consider or whether -- how you felt funding for these new specialty three-college -- those colleges that were to be placed in the College of Arts and Sciences would work. My own feeling is that the College of Arts and Sciences has been suffering a lot because it's had an annual \$1 million deficit that has been taken from it in taxes. And maybe the problem is not the structure of the College of Arts and Sciences but with the money that's given to them.
(APPLAUSE)
MS. TOMA: You asked several questions there. So I don't know where you want to start with. But we'll go back to the anxiety that's being created by haves and have-nots. The first thing I wanted to say though is, we did not define this task. The task was given to us. We were asked to do what we have done. And so to the extent that this was not, in quotes, something that should be done, I think needs to be taken up with people higher than us, because we were just doing what we were asked to do.

MR. ROWLAND: But you make
recommendations that have consequences. So then one has to deal with--

MS. TOMA: Because that's what we asked to do.

MR. ROWLAND: Right.
MS. TOMA: And have we made it better or worse? We think we are doing things to make it better. If we're not making it -- Our intent with this restructuring was to actually raise everybody in terms of could rise in potential so that -- In fact, maybe there are redistribution questions here that need to be addressed by the central administration, and that those shouldn't be relegated to a single college but, in fact, that this is a University question--

MR. ROWLAND: Yeah.
MR. TOMA: --and that it needs

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to be really addressed at the central administrative level of how you help those programs that cannot fund themselves. Because, clearly, there are programs within the University that are never going to be selffinancing. We recognize that. But we think that it's something that the University needs to look at centrally.

MR. WATT: On the anxiety issue, let me say that we've received a number of messages from students fearful that their fellowships will be taken away at the end of the month, even assistant professors who wondered if they needed to look for a job. We certainly have tried to respond personally to each one of those to assure them that ultimately the decisions are made by this body, not our committee but this body. You ladies and gentlemen are really going to decide what, if anything, is done with this report. And I think you need to basically carry that message forward to your departments, your peers, that this is a deliberative process in which the Faculty Senate will play the key deciding role. MR. ROWLAND: Okay. Thank you.

MR. WATT: Yes?
MS. DEBSKI: Liz Debski, Biology. And I hate to get back to this point but you've led me to it. Since we will ultimately have to decide, I'd like to know what kind of data we'll be provided with to decide. So as you were talking about reorganization and this was the way our benchmarks did these things, I'm wondering, you know, did you have the time to actually collect much data regarding how that structure was working out for them. Just because of the fact they have that structure doesn't mean that it is the correct structure, a positive step and, you know, all those kinds of things that I think have been said.

MS. TOMA: You can think about the answer to this. We started this in August.

MS. DEBSKI: Yeah, exactly. MS. TOMA: This is a huge
task. We started with nothing on the plate except past reports that have been done by the University. So we have taken those reports; we have taken the things that we could get rather easily--

MS. DEBSKI: Yes.
MS. TOMA: --and take notes.
Have we done a detailed assessment of which colleges,

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which college structures? We didn't have time.
MS. DEBSKI: Right. But who is going to collect that data? I mean, are you then expecting this study--

MR. WATT: We anticipate that the Provost would appoint an implementation committee; that that implementation committee will certainly need to drill further into the data, which $I$ think you and I would both agree, is necessary to make ultimately an intelligent decision on any of these recommendations. On first pass, as best we are able with whatever information we could get, with whatever voices came to us that we heard and listened to, we tried to make recommendations.

MR. EDGERTON: Lee Edgerton,
Animal Sciences. This is just a repeat because I didn't quite understand the answer. But with respect to the issue of faculty being invited, do you envision that there will be some departments that would be invited and then split up so that half remain in the current college and half go to a new program or -- I just didn't understand what the answer was.

MR. WATT: You ultimately leave -- The authority for what happens with any department is going to rest with this body. It would have to come forward as a proposal, you know. You've probably seen these proposals over the years. I remember when Computer Science moved from the College of Arts and Sciences to the College of Engineering, the amount of effort that went into basically documenting that the faculty were supportive and wanted that transition to take place. We would anticipate, with any of our recommendations, there will have to be a similar group of faculty which will study this.

MS. TOMA: I guess I'd like to share. One of the questions that drove our committee as we kept thinking about this -- Because it's the structural issues that people are having the most anxiety about. One of the questions that the committee kept coming back to was: Are we the best that we can be at the University of Kentucky currently? Is our structure such that change should not be considered? And as we thought about that question, that drove a lot of our decisions to recommend that we at least think about some alternative ways of structuring our programs.

The underlying objective, again, as we've said throughout, was to think about how we could

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make us better, we can elevate the programs, the academic programs throughout the University. And we think that this committee -- Dave and I are deeply appreciative to this committee. You cannot imagine the number of hours that have gone into this. We have had multiple four-, six-hour sessions, eight-hour sessions. And the group has worked. And I can truly say that they have given it their all in terms of thinking about what's best for the Institution.

And, Bill, maybe that could be where we -- Maybe you could decide whether this is the end. MR. FORTUNE: I don't know.
(LAUGHTER)
Kathi Kern on the--
MS. KERN: I do agree--
MR. FORTUNE: --back has a
question.
MS. KERN: And I think I -- I
have another question--
MS. TOMA: Oh, great. I'm sorry.

MS. KERN: --just to prolong
your agony a little bit longer. I'm Kathi Kern from History and what is still known as the College of Arts and Sciences. And I guess I would want to first of all raise a question about benchmarks. We hear that language trodded out in certain arguments. The colleague from Journalism wants to know. Your response is, we looked at our benchmarks and we did not see a benchmark with a separate college of communications. In the College of Arts and Sciences, we are not aware of--

MS. TOMA: There are, but not
uniformly.
MS. KERN: I'm sorry?
MS. TOMA: There are colleges
of communications but it's not uniformly.
MS. KERN: It's not uniformly.
Okay. So one of the issues we raised two weeks ago when David was before us, was this issue of benchmarks and colleges of arts and sciences. And we were not, as a college -- I think I can speak of a college senator -- terribly satisfied with what we had found on our own, which was, I believe, Ohio State and University of Arizona as benchmarks with similar organizations. So I'm wondering if the benchmark issue is one that is considered with the disaggregation of the College of Arts and Sciences.

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And then my second question is: Many of us are very concerned about the invisibility of undergraduate education as a priority reflected in any of this, in either of the two pieces of the puzzle here. So I'd like to hear how you'd like to address that.

MR. WATT: Kathi, benchmarks that we looked at in this list was compiled by one of our committee members, was only one piece of information that we looked at in trying to make a recommendation. And we found that there were some colleges of arts and sciences, as I said a week ago Friday, that were larger and embraced still other units like Economics and Communications, and some which were divided into the component parts.

We're proposing this one for a number of reasons, not simply because some other university that we admire has done this. We think some of the issues are, and I'm not sure I can go through all of these, but at least some of them, in my mind -- let's put it that way -- are: Does the dean adequately represent the departments and faculty and students and staff at the table where resources are ultimately awarded? When was the last time this institution built a building that basically would serve the humanities and fine arts? Does that dean really understand enough of those disciplines, that he or she can recruit quality faculty members to serve our students well.

And, again, I perhaps shouldn't say this but I've received a few e-mail messages from members of the faculty which, if $I$ took out the titles and headings and showed them to you, I think you would be appalled at what you would read.

So I think that the issue of what the nature of the faculty are and whether those faculty and students are being well served by a dean, was far more important to us than whether one institution had divided them up or left them altogether. And we were also aware in our discussions with people who had attended some of these institutions where they were grouped together, allegedly, as a whole that, in fact, they did functionally behave as three independent units. There were essentially division leaders in those three areas. But don't get hung up on the benchmarks. I mean, I heard Kevin recite the list. I was there.

MS. KERN: I know you were. But this is the problem when the rationale --

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Everybody, David, from every possible disciplinary perspective, is asking for the -- If I'm a historian, I rely on documents and evidence. The person from statistics -- People want, they want to see how the formula got worked out. So if it's not provided, then we grope for whatever little bit you're throwing us. And so if it's benchmarked on one question, okay; let's look at the benchmark issue, you know. If it's something that's coming from the bottom up, a faculty concern for the College of Design, then let's find out how that played into it, I mean. But it builds the climate of suspicion and conspiracy when there's not a document.

And I understand, you know, you feel like you're already being attacked for an overhead, you know, God forbid, a document. (LAUGHTER)

But it just makes people -- You know, it makes people have to try to fill in the blanks as best they can. And that's where the anxiety comes from.

MS. TOMA: Well, our best email so far was one sent today that said, "Too bad you're here. Some village is missing its idiot." So that--
(LAUGHTER)
But, you know, I think it would be -- I think a lot of you should go back and talk to your deans. We asked each dean to come before us and present the scholarly mission of your college. This was way back in the early part of our process. And I think it would be fruitful for you to go back and talk to your deans about how they see the scholarly missions of your college and see to what extent that the deans can represent the full breadth of what's going on in these different colleges and the strengths of the different colleges.

MS. GONZALEZ: Lori Gonzalez,
Allied Health. I'll just follow up on that comment that my understanding is our dean had an hour, 15 minutes to present the breadth of research in our college and then 45 minutes for questioning. So to say that they may have represented us well or not is a little bit difficult, $I$ think, in 15 minutes. It sort of goes to all the pieces of evidence that were used when you made the recommendations.

MS. TOMA: And we've been criticized by the centers because they got -- each

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director got ten minutes. And they've said there's no way that we could adequately understand. So we've had to use pieces from the information they provided us with other bits of information that we can get. And, again, we have a time constraint. If you remember, when we were charged to do this, we were assigned this responsibility in August and asked to have it finished by December 31st.

MR. WATT: But it's a perfectly valid criticism, that we did not have as much information or as much time as even we would have liked to deliberate these issues, for all the hundreds of hours that we met together.

MS. TOMA: Which is also why we continue to say, this is a document that we're only using to open conversation.

MR. WATT: Liz?
MS. DEBSKI: I was just going to ask you, then, why or whether you did consider just reducing the task a little to actually provide some of the documentation with regard to a more narrow focus? I mean, because clearly you were under incredible time constraints. But the answer that, well, the center people only got ten minutes to provide the breadth is not really going to speak to the concerns of these people here.

MS. TOMA: We went back and talked to people about our charge and the magnitude of the charge. And we were reassured that this was the charge that was before our Task Force.

MR. WATT: By the end of
December we basically had hammered out most of the nine areas. That's where we were. And we then took on the restructuring piece. And we were notified that our report needed to be in by the 15 th of February in order to have some impact on any budgetary decisions that might be made next year. Then we shifted into high gear and worked as hard as we could to try and hammer out those. They had always been a sub-text in part of our discussion ever since August. But, yes, we faced a daunting challenge for the time frame that we had.

And could there have been two committees that looked at this? Absolutely. Could there have been a third committee that wrestled with how undergraduate education ties into the success of the graduate enterprise and how that might be strengthened? Of course.

Ray.

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MR. FORGUE: I think a lot of the anxiety seems to stem from a concern that the process for this is whereby that the recommendations are going to be the -- whatever recommendations do come out, are going to be the thing. And the degree to which you can continue, as you've said, to reassure people that this is going to be something that's going to be talked about further and that a further climate can occur even after your recommendations are made, will be very helpful to people.

MS. TOMA: One more time. This is the group that ultimately decides.

MR. CANON: Well, no, it isn't. We make recommendations to the President but they're not binding on the President.

MR. KRAEMER: And we don't
decide the areas.
MS. TOMA: Not the areas, you
don't decide. That's right.
STUDENT: When your committee ends their final report in two to three weeks, are we going to be given a disclosure of everything that you've found out?

MS. TOMA: Yes.
MR. WATT: There's a question
in the back.
MS. GAETKE: I've been trying
to insert one here. But I guess I'm -- Now, I'm gathering that this was based pretty much on what our Dean presented. But I'm from -- Lisa Gaetke from the College of Human and Environmental Sciences. And there is strong opposition in my college, as you can imagine. I'm wondering if any history of what had gone around in our college was considered, because many a good years ago -- Well, actually, your recommendation was for some of us to go to the College of Agriculture. Many years ago we came out of the College of Agriculture. And I'd hate to think we're going backwards rather than going forwards. So I hope some of that will be considered.

MS. TOMA: The main thing -That was one part of what we looked at. That was a part of the input into the whole process. And, yes, we did look at the history.

MR. FORTUNE: I do have one item of business. And then $I$ want to thank Genia and David. And the item of business is simply that I forgot to have the minutes approved. These minutes

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were distributed as you came in. If there are no additions or corrections, they'll stand approved as distributed.

Okay. John Piecoro.
MR. PIECORO: May I make a
short announcement about self-study?
MR. FORTUNE: Absolutely.
Let me see if there are any additions or
corrections, first. (No response.)
Okay. If not, the minutes will stand APPROVED as distributed.

John Piecoro wanted to make an announcement about self-study.

MR. PIECORO: I know all of you are aware that we're going to be visited soon by a peer review team from SACS. That will take place April 15th through the 18th. The key days where you might be involved are April $16 t h$ and 17 th. We were notified last week about who our visiting committee is. And we've notified our various Chairs about that and the Deans of the Colleges. That information will be on the web soon, along with the charges of the respective committee members. They will want to meet with you. So on April 16 th and 17 th is when they will be largely doing that.

The kinds of things that they'll be interested in are your mission statements of your college or department, strategic plans, how they dovetail with the University's strategic plans; your planning and assessment, and actually what you do with that once you've done that. So those are some of the things that $I$ know they will want to talk with you about.

MR. FORTUNE: John, do you have a hard copy of the self-study available for senators and the like?

MR. PIECORO: Yes.
MR. FORTUNE: Do you have
some?
MR. PIECORO: We are
distributing hard copies now. And, also, it's on the web in pretty much everything we have. We have a limited number that we can give out. At this time I'm not sure how many of those hard copies we can give out. We can put some here in the library.

MS. WALDHART: We've got them, John.

MR. PIECORO: Do you?

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MS. WALDHART: Yes.
MR. PIECORO: Okay.
MR. FORTUNE: You do?
MS. WALDHART: We have the --
They're on reserve here in the library.
MR. FORTUNE: And, Michael, would you like to -- Michael Kennedy is here now. Michael, would you like to say a few words? This is our newly-elected Trustee. We're already given you a round of applause before you got here. (LAUGHTER)

MR. KENNEDY: Thank you. I would like to ask one question about the restructuring. We've done a survey in Arts and Sciences of the faculty and about two-thirds of the faculty responded. Would that be something that would be put on the website for the Futures Task Force?

MR. FORTUNE: Genia says okay.
MR. KENNEDY: Okay.
MR. FORTUNE: Well, I guess
just e-mail it to Genia. Jeff Dembo?

MR. DEMBO: Would it be out of order, Mr. Chair, to introduce a motion from the floor?

MR. FORTUNE: It might be.
What is it you want to introduce?
MR. DEMBO: In essence, to
instruct -- on the behalf of the University Senate to instruct the administration to create or maintain a bulletin board so that the ongoing dialogue can continue about the Futures Committee.

MR. FORTUNE: Normally, on a motion like that, we'd have to have -- Well, in terms of parliamentary procedure, we will have to have a motion to receive it without the ten-day notice and that will have to be seconded. And then the body will have to vote on that. And then your motion might be heard. Do you understand? So if you would like to have -- You make the motion to waive the ten-day notice as far as hearing your motion, your oral motion, and we have a second on that and then the vote, discuss that.

MR. DEMBO: I make a motion to
suspend the Senate Rules for this motion.
MR. FORTUNE: Is there a

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second?
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MR. JANOSKI: Second.
MR. FORTUNE: Okay. Who

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seconded?
MR. JANOSKI: Tom Janoski.
MR. FORTUNE: Tom Janoski.
Okay. Okay. So the motion is to suspend the notice requirements so that the Senate can vote on an oral motion. Would you like to state your motion?

MR. DEMBO: The motion will be
that the University Senate would instruct the administration to create and maintain an unmoderated bulletin board accessible to all members of the University community for the purpose of continuing the dialogue regarding the future of the University.

MR. FORTUNE: That will be the
motion that will be voted on or will be considered if the motion to approve the -- to waive the ten-day notice rule is approved. Okay. So is there any discussion of the motion to waive the ten-day notice rule? (No response.)

Okay. All in favor, signify by saying
aye.
("AYE" VOICE COUNT: ALL)
MR. FORTUNE: Opposed, say
nay.
("NAY" VOICE COUNT: NONE)
MR. FORTUNE: Okay. Now, restate your motion again.

MR. DEMBO: The motion is, on
behalf of the University Senate, we are instructing the administration to create and maintain an unmoderated bulletin board accessible to all members of the University community for the purpose of continuing the dialogue regarding the future of the University.

MR. FORTUNE: Second to that
motion?
MS. STATEN: Second.
MR. FORTUNE: Okay. Ruth
Staten seconds.
Okay. Discussion on the motion?
MR. EDGERTON: Bill--
MR. FORTUNE: Lee Edgerton.
MR. EDGERTON: --just a
question. Can we define what is meant by
"unmoderated"? I'm a little concerned about the comment about some of the responses the committee has gotten. I'm not sure that I want a fully unmoderated-(LAUGHTER)
--bulletin board.
MR. FORTUNE: Well, Jeff--

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MR. EDGERTON: But I don't know how to deal with that.

MR. DEMBO: In general, my understanding of moderated bulletin boards, is that a central administrator has the right to edit out any and all things that are considered inappropriate for the dialogue. I would argue in this case that the idea of a censorship is exactly what we're not trying to accomplish, but rather we should have an open discussion regardless of how passionate or opinionated the voices are.

MR. FORTUNE: That was a question. That was not an offered amendment. Okay. Is there further discussion? Mr. (Unintelligible).

MR. RANDALL: Randall from Physiology.

MR. FORTUNE: David Randall.
I'm sorry. Go ahead.
MR. RANDALL: Continuing. I gather, though, you're wanting to focus on the time between now and when the Futures Committee makes its report. Or is the purpose of this thing just ongoing as the University evolves? It's not clear what you mean.

MR. DEMBO: I'm anticipating there'll be multiple groups of people over the course of probably the next year or more who will continue to take a look at each individual recommendation and its possible implementation. So the need for continued discussion will exist long after the report comes out of the committee.

MR. FORTUNE: Scott Gleeson.
MR. GLEESON: I was just
wondering what, you know, the administration means in there. Isn't this something the senate could do so it wouldn't have to -- or is that not...

MR. FORTUNE: Not a very --
You're asking me and it's a technical question about technology, I believe.

MR. GLEESON: Right. And
that's why--
MR. FORTUNE: And that's
totally out of my--
either.
(LAUGHTER)
MR. GLEESON: Because I don't

MR. FORTUNE: I don't know whether we could do that or not. Jeff Dembo is going

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to be Senate Council Chair. So he'll be-(LAUGHTER)

MR. DEMBO: When I phrased it, Scott, I'm aware of the various list serves that we have. But I'm not aware of an open bulletin board-type arrangement. So I imagine it would have to come through Information Services or some technical branch of our administration.

MR. FORTUNE: Further
discussion on the motion? Claire Pomeroy.
MS. POMEROY: Bill, can the Senate instruct the administration to do things or do we have to request or recommend?

MR. FORTUNE: I think that's a good point. Would you accept as a friendly amendment request?

MR. DEMBO: I will not.
MS. POMEROY: Recommend.
Yeah. Good.
MR. FORTUNE: Okay. It's not accepted. The motion is to instruct. Is that the motion?

MR. DEMBO: Correct.
MR. FORTUNE: Further
discussion on the motion? Phil Kraemer.
MR. KRAEMER: I just have a question, Jeff. With this process, do you envision that if there are implementation committees, that all discussions among those committee members would be posted on this, or would this be just a voluntary -- a chat room where we go online?

MR. DEMBO: That's a good question, Phil. I haven't envisioned yet how each committee will address its particular task. I've heard a lot of comments here that they wish they had insight into the various thoughts behind the Task Force and motivation to make these recommendations. So in that sense, there could be a lot of merit for individual committees having stuff on the same bulletin board. But, I guess, since I'm not aware of any bulletin board we've had here at the University in my time here, this is another experiment to try.

MR. FORTUNE: Further
discussion? Charles Coulston.
MR. COULSTON: Would this
bulletin board be open to the student body, also?
MR. DEMBO: The word was all members of the University community, which includes

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students, faculty. Yeah.
MR. FORTUNE: Further discussion on the motion? Bill Thom.

MR. THOM: I'd like to make a point about the inclusiveness of doing something like this that we have run into from our Outreach Program meeting through the Extension Service. Number one, many of you may not be aware of it but there are several school systems out here that do not allow their students to get information off the University of Kentucky websites. They have blocked them out of their systems. The reason being, is because there are chat rooms and other areas for discussion that the school administrators do not want their students to expose to. And so what I'm saying is, basically, is this something we want for us as more confined discussion, but are we aware of the influence and the opportunity that others will have. And is that what we want.

MR. FORTUNE: Further
discussion?
MR. EDGERTON: Yes, sir.
MR. FORTUNE: Lee Edgerton.
MR. EDGERTON: Another point
of clarification. When you say open to all members of the community, is it closed to people outside of the community?

MR. DEMBO: I envision the
possibility of having a U.K. log on to get access to it. But, again, I'm not aware of the technical limitations that may be.

MR. FORTUNE: Enid Waldhart.
MS. WALDHART: Would it help to just raise it as faculty, staff and students, and that way to indicate that there needs to be the U.K. connection? Would that be a friendly amendment, Jeff?

MR. DEMBO: I think that
embodies what $I$ was trying to say.
MS. WALDHART: Okay. Then I would suggest that we add those words to indicate that it is to be something internal to the U.K. community, not to all Fayette County and everybody else who might want to see things.

MR. DEMBO: I would accept
that.
MR. FORTUNE: Now, the
friendly amendment then is -- I believe yours was open to all. And so it would be open to faculty, staff and

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students. Is that--
                                    MR. DEMBO: Of the University
community.
                                    MR. FORTUNE: Of the
University community. Okay. That has been accepted by
the proposer as a friendly amendment. Is there any
further discussion of the motion with the friendly
amendment in it? (No response.)
                            Okay. If not, all in favor signify by
saying aye.
    ("AYE" VOICE COUNT: MAJORITY)
                            MR. FORTUNE: Opposed, say
nay?
    ("NAY" VOICE COUNT: FEW)
                            MR. FORTUNE: It carries on
voice vote. Okay. Thank you very much. It was a most
interesting discussion. Now, wait a minute. We really
do need to thank David and Genia.
    (APPLAUSE)
        Thanks for coming. See you April 8th,
maybe the last meeting of the year.
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                                    (MEETING CONCLUDED)
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## C ERTTIFICATE

## COMMONWEALTH OF KENTUCKY )

COUNTY OF FAYETTE )

I, STEPHANIE K. SCHLOEMER, a Court Reporter and Notary Public in and for the Commonwealth of Kentucky, whose commission as such will not expire until June 25, 2004, do hereby certify that the foregoing transcript is a true, complete and accurate transcript of the captioned proceedings, as taken down verbatim by me at the time, place and for the purposes stated herein. I further certify that $I$ am not related to nor employed by any of the participants herein and that I have no personal interest in the outcome of these proceedings.

WITNESS my hand on this the 2nd day of April 2002 .

STEPHANIE K. SCHLOEMER

