

Survey of Arts and Sciences Faculty
Assessments of the Report from the
Task Force on the University of Kentucky Futures

Spring 2002

REPORT

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Executive Summary

In order to gauge the response of faculty members in the College of Arts and Sciences to the Report of the Task Force on the University of Kentucky Futures, Associate Professor Michael Kennedy devised and distributed a short survey (reproduced in the Appendix). The survey was distributed via the College's email list to 357 faculty members. A total of 176 responses were received.

The survey results show that the majority (72%) of Arts and Sciences faculty are not in favor of the Task Force's proposal to split the College into three new colleges (Arts and Letters, Social and Behavioral Sciences, Science and Mathematics). The strongest opposition is found among those faculty who would be in the proposed College of Arts and Letters (95.2% not in favor). Among those who would be in the proposed College of Social and Behavioral Sciences, 73.7% are not in favor of the restructuring, while those who would be in the proposed College of Sciences and Mathematics are nearly equally split: 50.7% are in favor of the proposed restructuring of the College of Arts and Sciences, while 49.3% are not. Nine respondents either left this question blank or wrote 'undecided'. Their data are not included in the tables and graphs. Analyses by rank show that from lecturers to full professors, the majority opinion is against college restructuring. Data is also provided across ranks by membership in the proposed colleges.

In addition to answering the survey's questions, 139 respondents also provided written comments on aspects of the Task Force's complete Report. There were 31 written responses from faculty who checked "In Favor" to Question 5 of the survey; 100 responses from those "Not in Favor"; and eight responses from those who did not answer the question or who were undecided. The final section of the report includes these written comments. For those in favor of the restructuring, reasons commonly offered included: (a) providing a structure that would give each of the colleges a stronger voice on campus; (b) creating coherence among a diverse and now-too-large set of units; and (c) the need for some sort of change to energize the college. Those opposed tended to focus on: (a) the importance of a liberal arts and science education for producing knowledgeable, civic minded, and critical-thinking undergraduate students; (b) the potential damage to interdisciplinary programs; (c) the unnecessary duplication of administrative infrastructure; and (d) the negatives associated with the establishment of a relatively poor college of arts and letters. Undecided or 'no answer' respondents tended to focus on the need for more information and further study, an opinion also echoed by many of those opposed to the restructuring. Finally, it is noteworthy that although the survey did not specifically poll faculty on the Task Force's "Areas of Investment," many elected to provide written comments on its recommendations. The vast majority of these comments were highly critical of both the process and the results.

2. Background to the Survey

The impetus for the survey was the publication of a document titled “Revised Draft. A Report from the Task Force on the University of Kentucky Futures: Faculty for the 21st Century” (<http://www.uky.edu/Futures>) and its presentation at two meetings on February 22nd, 2002.

The report contained far-reaching proposals regarding areas of scholarship identified as priority areas for funding, and regarding the restructuring of academic units. From comments made at the public meetings, it seemed that of particular interest to many faculty from Arts and Sciences was the proposal to split the College into three: a College of Sciences and Mathematics; a College of Social and Behavioral Sciences; and a College of Arts and Letters. In order to accurately gauge the opinions of the faculty directly affected – i.e., those in Arts and Sciences – and to provide an opportunity for anonymous feedback on this issue, a survey was designed and conducted between February 25th, 2002 and March 2nd, 2002. The relatively short turnaround time of this survey was essential in order to convey the results to the Task Force for use in their deliberations.

On February 25th, 2002 the survey form (see Appendix) was sent by Prof. Michael Kennedy via e-mail to every faculty member in the College of Arts and Sciences. A follow-up message inviting those who had not yet responded to do so, was sent on February 28th, 2002. Responses were received via e-mail and, in a few cases, via campus mail or hand-delivery.

The responses were collated and tabulated and this report was prepared to provide a description and analysis of the responses. The identity of individual respondents is not revealed in this report. In cases where written comments appeared to disclose the identity of the faculty member, deletions were made to preserve anonymity.

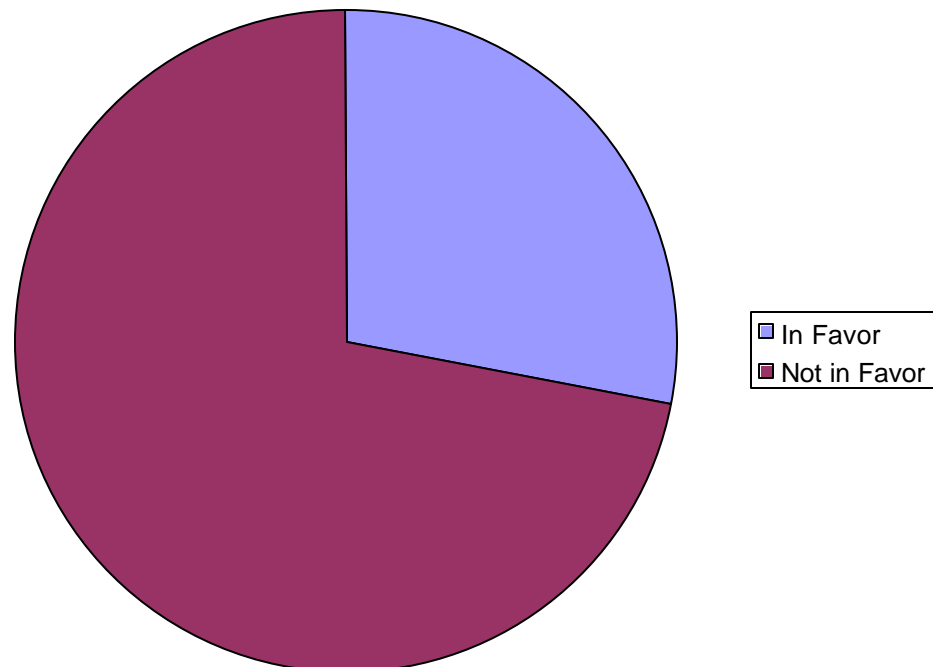
3. Survey Responses

The survey was sent to 357 faculty in the College of Arts and Sciences; 176 questionnaires were returned, for a response rate of 49 percent. The responses to questions 2, 3, and 5 of the survey (see Appendix) were tabulated and cross-tabulated. The results of these analyses are shown in tables, pie charts, and bar graphs in the sections below.

A. Overall Results

Of the 168 respondents who answered “In Favor” or “Not in Favor” to Question 5, 121 checked that they were not in favor of the proposed restructuring of Arts and Sciences, while 47 checked that they were in favor. These data are presented below in a pie chart.

Are you in favor of the proposed restructuring?

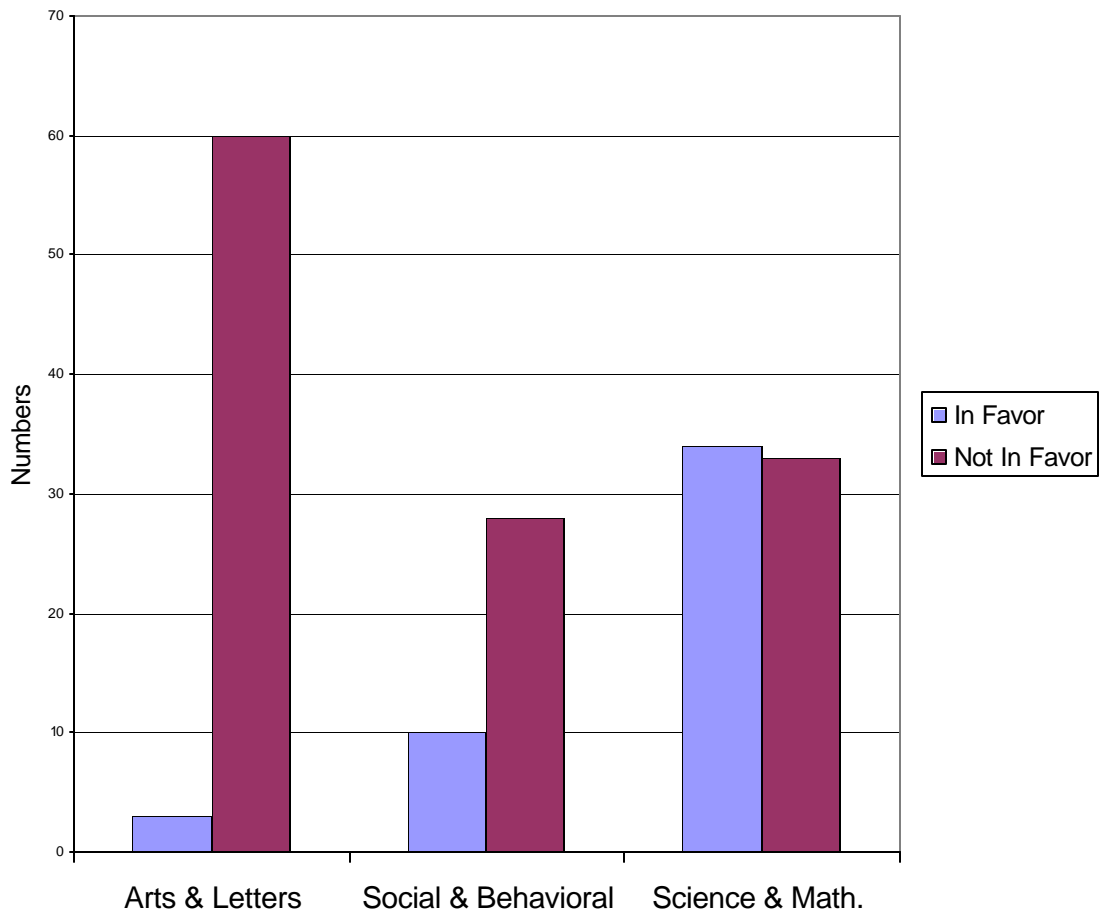


It is clear that a majority of survey respondents are not in favor of the restructuring of Arts and Sciences.

B. Summary of Survey Responses: By Proposed College

New College Area		In Favor	Not in Favor	Total
Arts & Letters	No.	3	60	63
	%	4.8	95.2	100.0
Social & Behav.	No.	10	28	38
	%	26.3	73.7	100.0
Science & Math.	No.	34	33	67
	%	50.7	49.3	100.0
Total	No.	47	121	168
	%	28.0	72.0	100.0

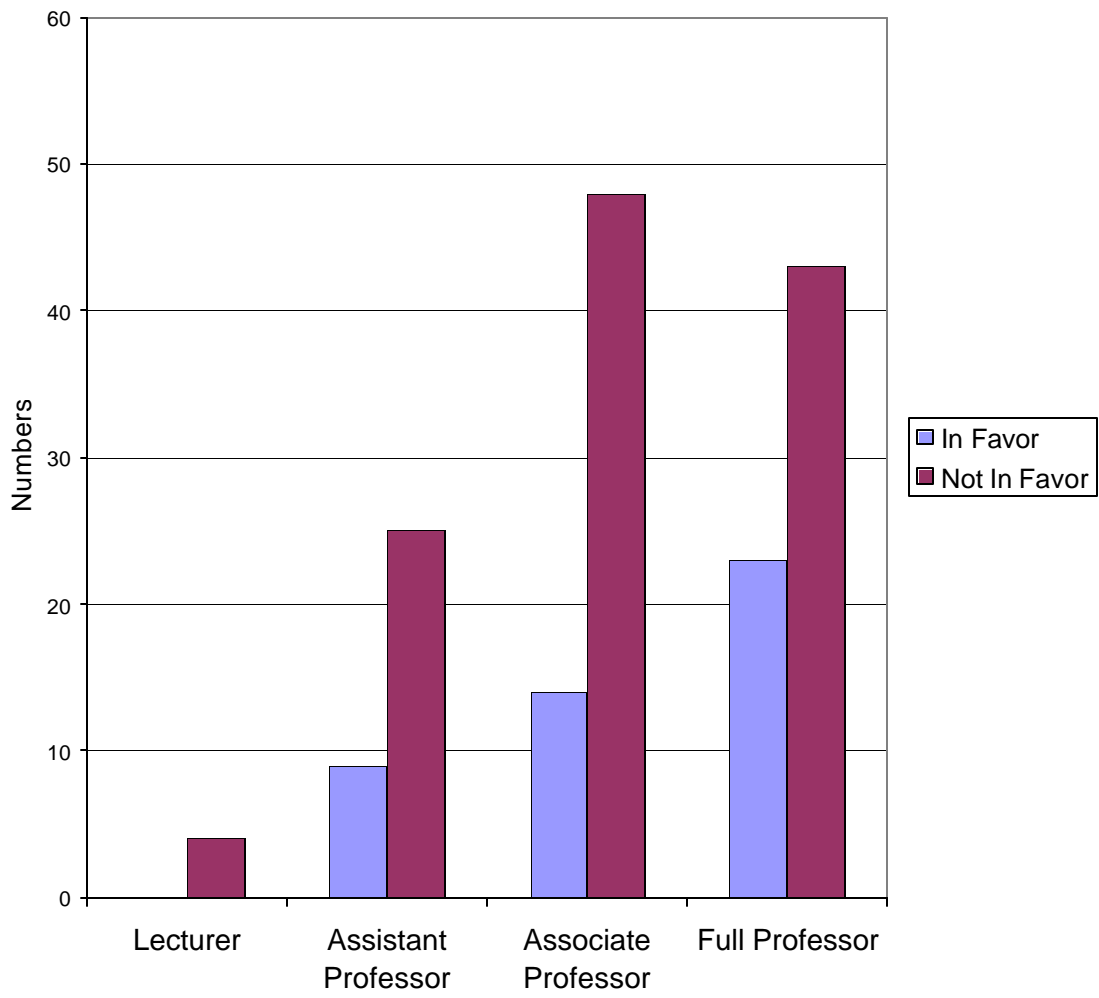
Survey Responses by Proposed College



C. Summary of Survey Responses: By Rank

Rank		In Favor	Not in Favor	Total
Lecturer	No.	0	4	4
	%	0.0	100.0	100.0
Asst. Professor	No.	9	25	34
	%	26.5	73.5	100.0
Asso. Professor	No.	14	48	62
	%	22.6	77.4	100.0
Full Professor	No.	23	43	66
	%	34.8	65.2	100.0
Total	No.	46	120	166
	%	27.7	72.3	100.0

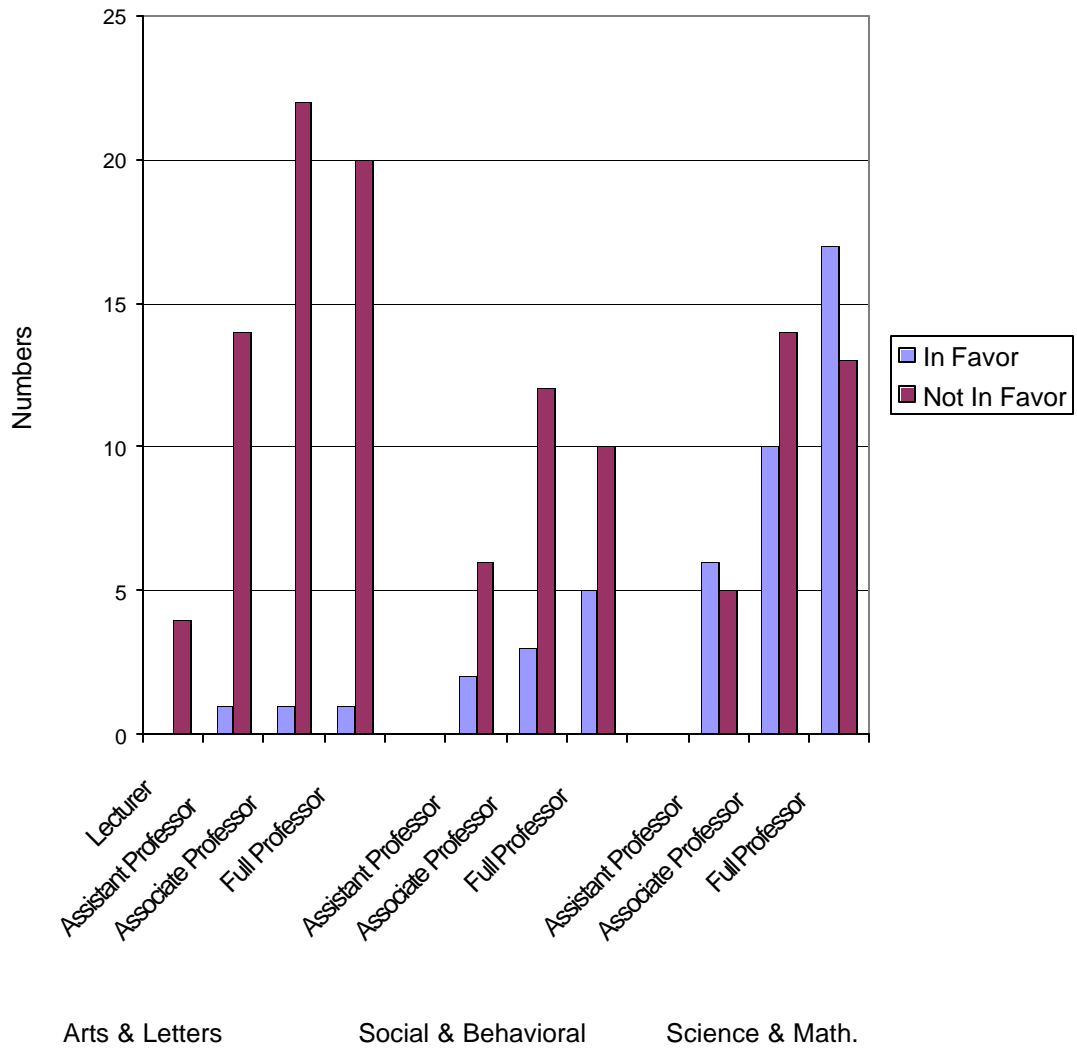
Survey Responses: By Rank



D. Summary of Survey Responses: By Proposed College/Rank

New College Area by Rank	In Favor	Not in Favor	Total
Arts & Letters			
Lecturer			
No.	0	4	4
%	0.0	100.0	100.0
Asst. Professor			
No.	1	14	15
%	6.7	93.3	100.0
Asso. Professor			
No.	1	22	23
%	4.3	95.7	100.0
Full Professor			
No.	1	20	21
%	4.8	95.2	100.0
Social & Behav.			
Asst. Professor			
No.	2	6	8
%	25.0	75.0	100.0
Asso. Professor			
No.	3	12	15
%	20.0	80.0	100.0
Full Professor			
No.	5	10	15
%	33.3	66.7	100.0
Science & Math.			
Asst. Professor			
No.	6	5	11
%	54.5	45.5	100.0
Asso. Professor			
No.	10	14	24
%	41.7	58.3	100.0
Full Professor			
No.	17	13	30
%	56.7	43.3	100.0

Survey Responses: By Proposed College and Rank



4. Faculty Written Responses (Total N = 139)

A. Comments from Faculty Responding “In Favor” of Proposed Restructuring of the College of A & S (N = 31)

A&S currently is too large to have effective meeting of needs of science departments. Moreover, A&S leadership does not provide resources to the best departments, which, in my opinion, are those with the largest number of extramural grants and grant dollars, the largest number of graduate student-associated refereed publications, and one of the tier-1 programs of RCTF. With a college of sciences and math, we would have leadership that values these issues more than FTE equivalents for tuition.

In my opinion, the present College of Arts & Sciences is a ridiculously under-funded, poorly led grab-bag of departments incapable of setting meaningful goals or making a case for adequate resources. In this situation, anything that shuffles the deck seems worth a try. I hadn't anticipated a 3-way split, but the proposal seems well worth exploring, given the other components to be added. For the Math/Science College to be viable, though, it would be essential to find an aggressive new dean capable both of actually listening and of providing leadership. I remain concerned about the relationship of the Medical Center and its academic departments to the rest of the campus and believe that reattaching the MC to the rest ASAP (as recommended) is crucial. By the way, like many of us I'm very disappointed that the environment did not emerge as one of the areas of emphasis. Given the very high level of expertise and interest in this essential area here at UK, this omission really needs to be addressed.

It is about time to split between sciences and arts education in this campus. To have a focused group as well leader for science faculty is to the best interest of students as well as faculty.

I have always felt that such an arrangement is a good idea. The interests and agendas of the departments of science and mathematics can be better represented in the new structure.

I think the change is for the better so we can form more cohesive focus groups. Also I think the needs of the faculty in the different colleges will be directed better by the change.

Overall, it's very difficult to be strongly for or against without having all the information (e.g., the budgetary impact of the breaking-up of the A&S college). However, I believe the social sciences could actually gain some resources and opportunities by the proposed restructuring. Thus, while it is too early to say that I'm strongly for the proposed restructuring, I'm definitely leaning in that direction.

There is little reason for humanities, social sciences, and natural sciences to be in a single college other than historical reasons. The cultures of the different groups -- standards of scholarship, teaching loads, factors determining tenure, attitudes toward distribution requirements -- are highly divergent. Moreover, the interests of the different groups in A&S often diverge or are in conflict. If the colleges were smaller and more coherent, the deans could argue better for the resources each group needs to carry out its duties. Furthermore, the Communications and Fine Arts Colleges are very small and A&S is very large, and I think everyone's interests are served by having three colleges of more equal size. Finally, I find it hard to believe that the redistribution will be used as an excuse to starve any of the three groups, considering that all three had units that were included in the nine-targeted areas of scholarship. In short, I strongly support the recommendations.

Moving units around will not necessarily create efficiency: it might create more administrative structure. Call the new college Sciences and not Sciences and Mathematics. A UK tradition is to allow committees to favor their own when making recommendations for changes: the basic sciences in the Medical Center and the Martin School received special treatment thanks to David Watt and Gina Toma, respectively. The recommendations with respect to these units should receive special scrutiny. I believe all basic science departments in the Medical Center belong to the proposed college of Sciences.

(1) Would immediately get a new dean more interested in humanities; (2) Would start over with new formula for funding the college and its departments; (3) Language departments would be proportionally more significant in this new college; (4) The change would shake things up, and that's good in itself.

I do not buy the idea that "bigger is better" when it comes to the College. As is, the comparison of scholarship across the various depts is like comparing apples and oranges. I see a clear benefit of more specialized Colleges that are "lean and mean."

Greater advocacy for the sciences and mathematics. More opportunities for cross college efforts with other Colleges in terms of funding. The funding formula for the colleges needs to change lest we wind up in the same situation we are in now with A&S. Tighter set of University curriculum requirements so that UG students who want to change their College will not be penalized.

The list of priority research areas looked very biased towards medical applications. In my opinion, environmental and manufacturing subjects could have a far-greater positive impact on the State's needs.

If we are to improve the quality of teaching and research at UK we have to make changes in the structure of the university and the college. At this time the college is much too large a unit to make changes in a meaningful way. I don't know if the proposed structure is the best organization but it can't be any worse than the current structure. Also I think each unit should be free to suggest that it should be assigned to a different college.

While I rather doubt that this particular modus operandi will in any decisive manner enhance the value of the Humanities vis-à-vis Garton Business School or the natural sciences, administrative factors, including current incompetence at the level of the Dean's Office, suggest to me that the above suggestion would, in fact, enable a capable person to run a more focused program, i.e., Arts and Letters, with a greater degree of skill and oversight.

Under its current structure, A&S is simply too large and too difficult for any one person to fully understand and appreciate. We are already the weak sister in the university and I doubt that the re-structuring would make us any weaker.

I think that the recommendation deserve a full and prolonged airing. The recommendations address many glaring anachronisms at the University and offers some provocative resolutions. After 27 years at UK, I think we need to seriously consider some major structural changes. An obvious one for folks in the natural sciences of A&S is to obtain a more focused administrative voice within a college that can be a more effective participant in campus, state, and national initiatives in science and technology. There are theoretical strengths of an A&S college, but the weaknesses in practice at UK are very evident, at least in my sector. Perhaps faculty in the humanities and social sciences feel that they have benefited by integrations of effort coordinated by A&S in the past (and, perhaps, in the future), but the natural sciences have not and they have suffered in comparison with units in other colleges whose leadership has been more focused (Agriculture, Engineering, Medical Center). The Task Force recommendations, while influential, are not binding. Implementation will require the full range of University processes, which will allow ample discussion of pros and cons. Let's encourage that discussion.

Many fine schools use the A&S model, many fine others use the Math/Science plus Arts/Letters model. If one were clearly superior we'd all be using it. However, IF we are going to route IDC money into the Colleges, it is ESSENTIAL that we break up A&S. If we don't then those of us in fields that can generate IDC will be expected to fund the operations of other departments (perhaps not explicitly, but in effect). I know that the VP-Research (and past ones, as well) complained that IDC that was given to A&S (and to Engineering), ostensibly for research use, always ended up in the general fund, paying for activities only tangentially related to the original research target. If we don't narrow the focus of the Colleges, my IDC will be going to buy computers for other Departments, rather than into maintenance on the instruments needed to do the research to get the grants. The Departments that are generators of IDC are also the biggest consumers of IDC, and we need to ensure that the IDC that comes in is used to support the programs that generated it. To do otherwise is to "kill the goose that laid the golden egg." I categorically reject the argument that we need to keep A&S together so that we have more empty faculty lines that pad the Dean's budget. We need to get away from this idiotic mindset that empty faculty lines are a good thing. Empty faculty lines don't teach students, they don't do research, they don't provide service to the University or the State. Right now, under our current system, Deans are ENCOURAGED not to hire faculty so that they can use the salary savings. *Faculty are worth more dead than alive.* Break A&S up, realign the Departments into more cohesive groups. Get a new Dean, get him/her the funds needed to hire faculty when they're needed. Let's get on with it.

On an overall basis, at least with regard to the plans for my department, I believe the restructuring represents an improvement. However, a major concern that I have is that

the grouping of departments based on where the lines of collaboration are CURRENTLY represents a somewhat short-sighted view of the current state of the disciplines involved. Does anyone really believe they can predict where the lines of collaboration will be twenty years from now? [Well, maybe in some cases, but in many others I suspect not]. So, I am NOT in favor of using current collaborative lines as the primary criterion for re-grouping of departments [and perhaps it has not been used as a primary criterion, but my impression is that it has been so used]. Also, it would seem to me the social and behavioral sciences are much more likely to collaborate with statistics [now and in the future] than would be the case for the natural sciences; consequently, I believe this department should be included with those in the new college of social and behavioral sciences.

The undergraduate students majoring in the science curricula could not take necessary advanced courses because of heavy required courses and their laboratory facilities are archaic. Changes in the curricula are difficult if not impossible, because the college faculty is dominated by those from the liberal arts/humanity departments. Diversity has been mentioned often to keep the AS College, but we do not have the diversity in the undergraduate curricula.

There are a couple of additional questions/concerns that I have. First, I see that there is a recommendation to transfer programs designated as "Graduate Centers" to larger programs which makes very good sense. In this regard, the Graduate Center for Nutrition would go the Medical School (seems logical) and the Graduate Center for Biomedical Engineering to the College of Engineering and this would potentially streamline academic units, thus saving money. However, why is the idea to move the Graduate Center for Toxicology out of the question? If the aim is to streamline administration, then it seems that this Center should be aligned with the Medical School, or some other program with similar strengths, or make this program a Department of Toxicology and place it under the new college of Science and Mathematics? Basically, I feel the same way regarding proposals for other "Centers" (p. 27: Graduate Program Centers). These other centers should be placed under established programs as departments (e.g., the Patterson School, the Martin School and Gerontology). As of now, the recommendations to keep these three (aforementioned) programs separate, seems out of place and unjustified and will not aid in streamlining academic units. The argument that doing so would somehow inhibit multidisciplinary efforts is not a strong one as faculty will typically reach out and establish collaborations to facilitate their own multidisciplinary efforts. Also, the inclusion of these schools within other programs, as departments, would likely reduce problems associated with decisions regarding which academic units should receive credit/indirects for grant submissions (multi-PI) and publications and better facilitate academic and research collaborations.

Well, I haven't had a lot of time to digest this yet, but my initial response is quite positive. In my opinion, this is the most comprehensive, well-thought out, substantive restructuring proposal I have seen presented in my 16 years here. It has a real possibility of moving us ahead as a research university (which is, I am afraid, why some are opposed). I thought the objections raised at the Friday afternoon meeting were mostly petty politics of people predictably protecting their own privileged turf. It looked like many had made up their minds to oppose it before hearing the proposal, and certainly prior to giving it much thought. The objection about losing multidisciplinary foci is just short-sighted and provincial. The 9 areas of emphasis are clearly a new basis for building interdisciplinary work (though maybe new forms of such work and probably forms that are more amenable to acquiring external funding). The criticism that it is a corporate model is not, in and of itself, a reason to object. It strikes me as deriving lessons from the organizational structures of the corporate world that have permitted a more effective, specialized and flexible adaptations to a rapidly changing world. Similarly, there is no inherent reason why this would destroy undergraduate education or a liberal arts education. The university could remain committed to this and the president and provost could insist that each college maintain a commitment to cross college course work. For others, the problem may simply be that they don't want this to become a top research institution, but rather a mass undergraduate institution. I say we can, instead, develop in coincidence with this model, a more selective, higher quality undergraduate program and leave the mass college education to the regional state universities. Unless the state is really going to cough up the resources to fund mass undergraduate education here (the Wisconsin or Michigan model), and I don't expect that to happen. So, in short, I think this deserves a good look and not a knee jerk reaction of opposition. Though I also understand that such a change will negatively impact some in the university, the fact of opposition doesn't mean that it is a bad idea. Change often hurts, adaptation can be painful. But the present model is an outdated dinosaur that is dysfunctional given the rather lean resources this university is doomed to receive.

A & S is too large to serve the needs of the students and faculty. As a result, the college is almost stagnant, and has been this way for the 20 years I've been here. Significant differences exist between the areas now in A & S. If the university is to move forward with a pro-active central administration, I can easily imagine that changes will be more easily implemented within small-scale colleges. Otherwise, it is likely to be business as usual, with nobody moving far from their present position due to the usual Inertia Factor common to every large organization. To miss this rare opportunity for significant program enhancements would be a serious blunder. A & S certainly has not, and most likely will not, be able to make the difficult decisions needed to make progress in the future. In short, I find the arguments that favor preserving the A & S 'community of scholars' to be as empty as the college's record of past accomplishments.

I STRONGLY favor the proposed restructuring. A College of Arts & Sciences is an anachronism that should have disappeared long ago. It is based only on history, and not the current realities of higher education. Although some would like to pretend that there are common threads between the humanities and social sciences and the natural sciences, there are few. All you have to do is sit on a few College-wide committees to recognize that faculty from different areas think differently and have different academic values. If we really had common goals, values, etc. then all those in A&S would be evaluated similarly and we would not have the Area Committees structured as they are (physical sciences with engineering, for example). The Futures Task Force has done a good and courageous job; their recommendations should be supported.

Perhaps the restructuring is not in the best interests of all Depts. or units in the College. However, I think it will benefit the physical/natural sciences & math. I hate to see all the hard work that A&S advising has done go down the tubes. They have made my job as DUS easier. I do not think it will restrict interdisciplinary interaction. We [...] already have many connections with Engineering and Ag. It wouldn't prevent us from also doing so with Anthro or Geography if they were in another college.

The proposed restructuring will provide needed focus.

Proposed reorganization would add more focus to college organization.

It offers a way to consolidate scholars in the same discipline. (At present, we seem to have sociology in Agriculture, Arts and Sciences, Communications, Education, HES (Family Studies), and Social Work. We have two economics departments and three in behavioral sciences.) At the present Arts and Sciences, which by rights should be the center of the University, has the same voice as various small colleges. The proposal triples the profile of the current A and S.

The College of Arts and Sciences is too big. There is no harm in trying restructuring it. The Futures Committee has identified 9 areas for future emphasis. They should broaden it to include several potential areas for top ranking. The idea is equivalent to putting all money in stocks that have 5 stars from Morningstar at the present time. The Committee

has side-stepped the most important issue of faculty salary situation of UK. First it should be remedied in order to aspire to be in the top 20.

I do not think that the Humanities have done well under Social Science or Physical Science deans. They have not created a college where arts and humanities are co-equal with sciences. I don't see how most of the languages (except, of course, Spanish) or Philosophy could do any worse or have anything to lose.

I am weakly in favor, although I don't see this as the University's major problem. If the financial reward system involving distribution of indirect costs was rearranged so that the Deans would find it financially advantageous to encourage their faculty to bring in \$, then whatever the departmental constitution of each college, the Deans would find ways to encourage faculty excellence and enterprise. The rising tide of college dollars would raise all departmental boats. The way it has been for 30 odd years only encourages open lines and faculty who will work for less money. It won't affect me either way, but if UK is to improve it's status, I believe that a new approach must be considered.

I have always felt that such an arrangement is a good idea. The interests and agendas of the departments of science and mathematics can be better represented in the new structure.

B. Comments from Faculty Responding “Not In Favor” of Proposed Restructuring of the College of A & S (N = 100)

(1) The financial consequences of the suggested restructuring will depend critically on how the colleges will be funded. a) If we continue with the present funding plan, in which colleges get very little of the indirect costs generated, then we will simply have 3 starving colleges instead of 1. Sciences will suffer because there will be a much smaller pool of unfilled lines from which to generate start-up. b) If we increase the amount of indirect costs returned to the colleges, the College of Science would be very well off, but the other two colleges would starve even more than they do now. The best solution, for all departments, would be to keep the college together and increase its funding by returning more of the indirect costs. (2) As pointed out by several speakers at the Friday forum, breaking up A&S sends exactly the wrong message to undergrads about the desirability of a liberal education. (3) I am very upset about the 9 areas chosen for enhancement. There is no physical science or engineering on the list (and actually no "non-medical" science). It is hard to believe that no area in the sciences/engineering merits enhancement, and ridiculous to believe that UK can move forward without enhancing this area. (One example -- UK's computational facilities are considered to be among the top 5 in the country, but computational science is prominently absent from the Futures [Task Force] list.) The lack of correspondence between the Futures list and those selected in other recent studies (e.g. Reedy report, RCTF) is also troubling; for example, over half the depts. identified in the Reedy report as Tier 1 have no (or little) significant overlap with the areas identified in the futures report. While periodic reevaluation is certainly important, UK can hardly expect to improve if every couple years it completely tears up its previous plan and "tries something new". There is an "interesting" correspondence between the 9 areas chosen and the composition of the futures committee. I suppose this isn't surprising, since they did not solicit proposals, and apparently ignored the hundreds of email letters they were sent!

The report, and plan, have numerous "flaws." First, there is no justification given for these actions in terms of the stated goals of improving the standing and reputation of the university. There is also no evidence that these are the actions taken by other universities in attempting to enhance their reputations (and if some have whether this was successful). And there is no evidence that our benchmarks have engaged in this type of restructuring. Thus, while some might say this is a "bold" step, it is in fact an ill-informed step. Second, there is no mention of or plan for the interdisciplinary programs. While the University on the one hand touts interdisciplinary research as important to the future of the university, it on the other hand ignores them and hence places them in a more vulnerable position. The action is more telling than the rhetoric. Third, consistent with the above point, there is a clear attempt at the marginalization of women, African-American and other minority faculty. Both by dismantling HES, and by segregating departments where there are concentrations of women and minority faculty. I can see

this as no less than an attack on the present diversity and the future diversity of our faculty, and by consequence student body, while at the same time the Top 20 Task Force is recommending increased diversity as a means of achieving Top 20 status. Fourth, the reorganization is an apparent attempt at "mainstreaming" and narrowing the research done at the university. Instead of fostering diversity of faculty as well as diversity and creativity of thought, this narrowing is an attempt to preserve power and privilege in the hands of few professors who would maintain a stagnant status quo and attack academic freedom. Fifth, as usual in this university there is a clear self-serving bias in this report - look at who is on the committee and the recommendations for opportunity programs - no surprises there really. Which of course calls into question the credibility of this process. Sixth, this was not an open process. There was little open discussion leading up to this. This calls into question the legitimacy of the process.

It is already difficult to launch interdisciplinary projects; the proposed plan imperils what little (this is not say insignificant) progress UK has made in this direction.

I think that this proposal represents an irresponsible abdication on the part of UK from any pretense to "educate" its undergraduates broadly and humanely. What a shame, since we have the resources in A&S to do an even better job of that than we are doing now -- rather than just giving up on the whole idea. How Lee Todd responds to this particular recommendation will, in my opinion, be of the utmost significance. If he accepts it, as it stands, he will, I think, have belied his oral commitment to liberal undergraduate education and cast his lot definitely with the "vocational" and "research" models of higher education.

I am deeply troubled by these recommendations, as they would disrupt much of the creative work on the campus, provide a much more fragmented atmosphere for students, and undermine the grants/research programs of many productive researchers. In addition, as Joan Callahan pointed out, such plans would be devastating with respect to interdisciplinary programs, and the programs headed by women and faculty of color. The latter is highly problematic, given the poor standing UK currently has with respect to issues of diversity and equity. In sum, I think these changes are ill-advised and will bring UK into the national spotlight for precisely the wrong reasons.

I tried to open the task force site above, and got a horribly cumbersome PDF doc that I simply couldn't read on my computer. There's some pretty poor communication going on here on the committee's part. I do not feel that the faculty has been sufficiently informed

or consulted on this vitally important work. Too much, too fast, without organs of communication and collegial consideration sufficiently developed.

I don't oppose the plan in its entirety. But I think the proposal to divide Arts & Sciences lacks merit. It splits up a strong and effective unit, it multiplies administrative positions at a time when they should be streamlined, it dilutes any sense that the University has an intellectual core, it undermines the traditional value of the liberal arts, it promotes a narrowing of specialized interests, and its benefits are far from apparent.

I believe the proposed division undermines the basis of the liberal arts component of UK's goals not only would students suffer from the changes (ie: they would lose the value of finding the relationships between various perspectives on complimentary topics), I believe the changes would lead to LESS collaboration, sharing of ideas and ultimately research activity and results between faculty. I also believe the proposed change to A&S is completely contradictory to UK's goals of working towards comparability with our benchmark universities. Only one of our benchmarks uses the model proposed by the futures committee (Ohio), and as I understand it, it has not been very successful.

I don't see how anyone can support or oppose the proposal. No explanation or rationale was given. The details are totally missing. I have no basis for a decision -- but if some explanation is not forthcoming soon, I'll assume these guys are clueless and vote against it. Why do we need three deans to replace the one we have? The only explanation given was that a dean could recruit better if it was his/her area. But A&S has had a number of deans in my 30 years year, and only the current one was a "hard" scientist; physics had no complaint with Baer or Richards (nor even with Baer's predecessor, whose name escapes me now). They were historians or political scientists or anthropologists or something -- they point being that it didn't matter. Though I note that the recommendations for areas to be developed was essentially the areas of the committee members -- so those guys are so small minded, that they can't imagine an administrator who can see beyond his own baliwick. Well, that's their hangup, not mine! The College of Science and Mathematics represents the departments bringing in 2/3 of the funding in the present college. Yet none of the areas chosen for development are in this college, except to the extent that the chemists can pretend to be toxicologists or the biologists can get involved in infectious diseases. I'd think, having chosen a short list of areas to develop, the committee would have proposed a reorganization that somehow supported it (maybe moving all the has beens of chemistry, physics, mathematics off into their own limbo was intended to support further development in the areas that really count? Well, that's a theory).

Makes communication across disciplines more difficult.

Restructuring would further impoverish the new units, create more barriers between disciplines, and separate UK from the majority of Top 20 public universities that continue having a large, strong College of Arts and Sciences.

The restructuring would hinder further development of interdisciplinary work and programs. It would reduce effectiveness and funding of the humanities and fine arts. It would further exacerbate gender segregation, with a male-heavy, and grant-heavy sciences and math; a mixed social and behavioral, and a female and grant poor arts and letters.

This will be brief and give you just one part of my perspective in the interests of brevity. I am [...] wholly opposed to the restructuring. One mysterious reason offered in its favor is that it would somehow help in recruiting. Sitting next to me the other day in Worsham was a young medievalist, a woman. Most of the women recruited to [my...] department in the past five to ten years (and that is MOST of them) have been in non-Americas fields. Where do they fit into this? Personally, I resent being classed solely as a humanist in this scheme. I have published in historical journals, political science journals (including...) and the journal of the American Studies Association (thoroughly humanist). When I was recruited [...] the Dean asked me if I was interested in building a bridge between [the humanities and social sciences], as I have throughout my career. I said yes, of course [...]. I would not have accepted the position if it the University were restructured as proposed.

I don't think we should dismiss or close discussion of restructuring because we don't happen to agree with this proposal. I think it is a serious well-intended proposal, but I am not sure how it will benefit the various reassigned departments in A&S. Since the college's interdisciplinary efforts primarily include humanities and social science departments, I am not sure why a College of Science is by definition out of the question.

Nationally intellectual trends point to more integration, not fragmentation. As an historian, I do not fit into a college of arts and humanities. Who can really say that history is a humanity not a social science? Moreover, as a feminist, I feel the document is

gendered with a definite masculinist bias. The boys would have their college, the girls would have another college, which could be marginalized and under-funded and accused of lacking intellectual coherence. This is out of another century and clings to old ways of categorizing knowledge, although it strains hard to appear to be something "new." I taught at [...] University before I came here. The sciences had their own colleges and humanities and social sciences had their own college. The latter was always under-funded and denigrated. Science majors didn't have to take many courses from our college and we turned out students who had no clue about how the world works. The plan also does nothing to assist interdisciplinary programs or things like the Discovery Seminar. It all seems about classifying things in a way maximize the power of some at the expense of others without taking into account the effect on undergraduate education. I don't want to stay here if I have to be stuck in a college of arts and humanities. That is not who I am as a scholar.

This is antithetical to what the liberal arts stands for, and would further fragment institutional identity and unity and disable interdisciplinary collaboration, which is already so difficult to put into play across normal departmental divisions and specializations. It would further proliferate deans, and I see no benefit to that. In fact, it is difficult to see just why this is being recommended. I was unable to attend the meeting, but the report gives no argument for the restructuring. Just what problems is this an attempt to address? How would it benefit us? Until a good argument can be made for that, why should we even consider doing this?

I agree with the statement I read in the Herald Leader that was made by the Chair of the UK Math Dept., which was something to the effect that the splitting of present A&S will make three very impoverished colleges out of one that is already impoverished. It seems to me that doing such, at least in part, goes against the philosophy of President Todd, who claims he is trying to reduce the number of administrative positions. Thus, creating A&S into three colleges will create two additional deanships and require associated staff, to say nothing of assistant deans, etc.

David Watt presented no convincing rationale for the recommendation. Separate deans to facilitate hiring (mentioned twice in the Friday PM meeting) seems a pretty thin argument on which to hang such an extensive restructuring. More importantly, it leaves me wondering what the real rationale is. If there was a more convincing rationale, why not share it with the faculty? With many at the meeting, I left feeling that I did not have the information needed weigh the recommendations -- hence my resistance to (gratuitous?) change.

The proposed division is an artificial one which denies the ever-increasing importance of interdisciplinary, boundary-crossing scholarship; it subverts the shared goals and interests of the liberal arts and sciences by separating them into three smaller units, none of which will be able to exert the level of influence that the College of Arts and Sciences now possesses; and it will open the way to an even greater marginalization of the humanities in the education of UK's students, and more generally, to a progressive devaluation of the pursuit of a liberal education.

It seems to me that splitting A&S into three colleges would further dilute the meager resources that we have. However, if such a split does occur, I do NOT think that the resources should be split evenly into three "piles." Since people in biology, chemistry, and math have been bringing in more grant dollars than folks on the "Arts" side of the college, then the new college for chemistry, math, etc. should get more than just a third of the resources. I think the idea of splitting up A&S is just plain dumb. I think we should stick together and work harder as a team. One faculty member in my department has referred to this as "stir fry." No matter, how we twist and stir, we are still going to have the same amount of resources. All the proposed splitting up of colleges will make UK more of a polyversity than a university. As a researcher who has published over 300 papers, I would have been much happier with the Futures Committee if they had talked in terms of trying to improve the learning situation for students. For example, what about being able to reduce the size of classes so that people would not have to give multiple choice exams?

I believe that the restructuring would only serve to pit these three units against each other, weakening each and making UK's Humanities into an exceedingly impoverished place--intellectually and financially.

My sentiments are similar to many of those expressed at the Friday meeting; i.e., I believe the restructuring (of A&S) would mean that interdisciplinary work, cooperation among faculty, etc. would be much more difficult than presently. It would also work against some multi-disciplinary Programs for which working together is crucial and perhaps ultimately bring about their demise (e.g., Latin American Studies, Women's Studies, Social Theory). Also, with regard to program initiatives (the 9 that were identified) I, too, wonder what happen to those programs identified as RCTF programs a couple of years ago?

The proposed restructuring would greatly reduce any possibility for interdisciplinary work, would create added administrative costs, would marginalize the non-physical sciences, and would make a poor college (A+S) even poorer. Compared with most of our peer/benchmark universities, most departments at UK are very small (in terms of faculty size), and for some departments they are at a critical minimum for running graduate programs. If most of the A&S departments were 20+ faculty members, like at U of Arizona, Michigan, etc., then perhaps splitting A&S into different colleges might make a little sense. In UK's case, it would be ridiculous and a terrible waste of financial and human resources!

My actual answer is that I am not sure that I have enough information to make an informed decision. I am guessing that the budgetary and funding issues related to this proposal will be significant, yet we are given no information about resource allocation with the new scenario. I have to say that some of the ideas make sense. I would be in favor of changes to the College of Human Environ. Science, but again, it doesn't appear that the committee has done its homework very well. Although David Watt repeated the mantra that they only had 6 months, I think that a responsible committee should have returned a verdict to the President that given the complexity that they had discovered in their initial work, a 6 month time frame was completely unreasonable and would need to be extended. I also believe that there is a serious lack of understanding of the culture of the university and how issues like restructuring can and should be handled within our systems of rules and beliefs. It would make a great difference if the process took this into account and then used this knowledge to recraft the system. Institutional cultures can be changed and modified, but one needs to recognize their existence first and then move toward negotiated change. Or we could move to the model of restructuring at Sunbeam or GE, perhaps President Todd aspires to be another Jack. I am also very unhappy about the lists of top 9-10 areas for additional "investment." I believe that they are too heavily weighted toward the medical and scientific areas and miss other important opportunities. Even if these remain the list, there are some real problems in understanding who contributes to these areas, for example, the history and literature of the Americas. It seems that the Department of Anthropology would be included here with Dr. Tom Dillehay's groundbreaking research on the early peopling of the Americas, not to mention the study of the rise of complex societies in the Americas. Another example is the area of infectious diseases, perhaps the committee was unaware of Dr. Mary Anglin's work on the cultural aspects of HIV and its transmission. It seems that what is missing from all of the areas listed is the human and cultural perspective and links. In this way, I believe that the committee has completely failed at their appointed task--they simply should know better.

There are many issues to be considered, which the Futures committee has seemingly ignored. It is hard to assess this claim objectively, however, since the minute notes on their site on woefully uninformative. My general objections are 1) the budgetary issues related to the restructuring, not only the cost of doing the restructuring itself, but the resulting lack of budget for many of the colleges and resultant segregation even more into haves and have nots; 2) the concern for graduate education alone. In fact, the one department in the college of AS (my own) that has no graduate program was left off the restructuring list completely. It is hard to conclude that they considered the strengths of each unit, when they are not even aware of what the units are in AS; 3) the list of units designated for outstanding performance and in the forefront of the development of UK seems remarkably similar to the specialties of the committee members. It is hard to think they were objective in their evaluation based on that list.

If achieving top 20 status means impoverishing further units -which are part of core subjects for a sound education - already struggling to exist I am tempted to say that this whole top 20 ambition is not worth it. The targeted units should be evaluated in terms of service, number of students served (not just graduated) and publications relative to the size and means of the unit. Reaching a high average by eliminating or isolating endangered units (because they do not generate \$\$\$) is not a sign of competent leadership and administration... this is even a severe case of "fudging" in order to give an illusion of greatness! Top 20 ranking at this price is not a sign of good thinking let alone good academic consciousness.

Although I applaud many of the proposals for restructuring presented by the futures committee, I find the following items to be worthy of more careful consideration: (1) The preservation of an intact liberal arts curriculum and support system, particularly for undergraduates. I consider the College of Arts and Sciences to provide the best locale and structure for nurturing, advising, and developing the interdisciplinary liberal arts. Such a College is the incubator for both basic research and more abstract interdisciplinary endeavors which will not be as successfully supported in colleges with a more applied bent. (2) The establishment of a college or division on campus that is the home and R&D incubator of cross-sector and cross-area interdisciplinary studies, such as: environmental studies, area studies, women's studies, African-American studies, Latin American Studies, Appalachian Studies, and other minority studies. As it stands now, these endeavors, many of which have previously grown in a College of Arts and Sciences, will now be even further separated. (3) A local emphasis, and increased funding for international studies (beyond the proposed focus area of "Literature and Culture of the Americas"). Here's what I propose: keep A&S as it is, but establish a Vice Provost Office (or College) of International and Interdisciplinary Studies. Let units decide if they

want to be located here to make it an academic college, if it will be an administrative unit that facilitates interdisciplinary work.

Breaking History off from the Social Sciences would be a particularly unfortunate alteration. Some of the social sciences are undergoing disciplinary-wide changes that recognize the once-neglected importance of historical research to their own fields. To cut us off from the History Department, especially when it is being singled out as a target for even more university resources than it has already received, would hurt us at a time when we are not being buffered by our own resources. It is doubtful that pulling in Economics would compensate for this.

I don't understand what the rationale IN FAVOR of the change is. I do know that this proposal works contrary to the widespread trend towards humanistic social science research and social scientific humanities research in the academy today. I suspect it has been put together by people with little feel for such matters. Also, if it is true, as rumor has it, that the reorganization is a done deal, then I am shocked that such power has been placed in a small number of people's hands without the university community being apprised of this.

It seems to me that the effect of the restructuring will simply be to "ghettoize" those departments perceived as peripheral, that is, those departments that don't make money for the university. Take, as test case, the College of Fine Arts, where there isn't sufficient money to leave the phones turned on over the summer, or so I've been told.

The restructuring comes across as a lame attempt to show that the committee gave some thought to administrative restructuring. Some of the proposals appear, from where I sit, to be worth considering--closing or consolidating very small colleges. The proposal to split up A&S, however, comes across as restructuring for its own sake, does not appear to offer any administrative or cost savings, and is inconsistent with college structures at most of the "peer" institutions we seek to emulate. The research funding priorities are simply laughable. The complete absence of physical science & engineering, environmental science & engineering, and social science other than that related to med school/Martin school issues is absurd. Even if one subscribed to the notion that life sciences should get the lion's share (I do not so subscribe), arguably the strongest and best known life science unit at UK (Ecology & Evolutionary Biology) is nowhere to be seen. The coincidence of the priorities with the units of the committee chairs is conspicuous, to say the least, and a couple appear to be tacked-on merely to capitalize on recent publicity regarding UK writers and opera singers.

My main reaction is: What happens to the liberal arts education when A&S gets divided?

I am strongly opposed. This restructuring would go against present trends in the profession. The State University of Buffalo broke up the College of Arts and in the early 90s and it turned out to worsen the college structuring. In 1968 SUNY Buffalo changed back to Arts and Sciences. At present the only university I know of which has a similar college structure is Arizona, and there is talk of changing it. Another consequence would be the detriment in regard to interdepartmental programs. Our Dept. works closely with people in Geography and Anthropology, as well as individuals in other departments [...]. Moreover, such important programs as Social Theory, Women's Studies, and the African-American Program would be fragmented and badly hurt. We could forget about a broad interdisciplinary program. Finally, one gets the impression that the proposed restructuring has not been thought through sufficiently--as if it was decided upon for dramatic effect and its symmetric appearance on a chart showing UK administrative units. No justification was given for the logic (and benefits) of such a restructuring.

The past twenty-plus years of scholarship in the humanities and human sciences demonstrate clearly the importance of interdisciplinary work, and on that view alone it makes precious little sense right now for us to segregate these areas. I have a hard time understanding, additionally, why we should support a move that only multiplies administrative superstructures at UK.

I have many objections to the plan, but fundamentally it would break up the one unit on campus that is wholeheartedly devoted to two things that are central to the university: providing undergraduate students the comprehensive introduction to knowledge that they need as the basis for whatever else they go on to do in life, and supporting basic research that is not tied to the short-term needs of particular interests off campus.

It does not make sense to break up the college of arts and sciences, which teaches most of the undergraduates in a coherent set of courses. It is not well funded at the moment. Adding more administrators will worsen the funding situation.

I am very much against the Futures Comm. recommendation, esp. with regard to the break-up of the College of A&S. The University of Kentucky does not need

more Administration to handle the departments that now make up the College. Also, I feel that the present set up allows one dean considerable leeway in organizing the finances of the college, and by extension each department, than would the constraints of deans that have only a small amount of wiggle room in which to operate. And I think it is a bit premature to ask for a real thoughtful response, without a proposal that deals with how the money will be divided up. In the end, this is a very poor proposal, and the committee should go back and try again!

As an assistant professor, I think that one of the major challenge that UK faces is the recruiting and retention of new faculty members in the next decade or so. Having a divided College of Arts and Sciences would make us less competitive than our benchmark institutions. From my perspective each Dean would have less resources to move around to be in tune to the changing needs of the faculty and the students. I guess that from the global point of view the number of Deans should not change...but nevertheless the university would be more divided than right now: and that's not good.

I am completely and vigorously opposed to the proposed restructuring of the College of Arts and Sciences. I have many concerns and questions, but I will summarize them with the following thoughts: (1) No argument whatever was given by the Futures Task Force as to why such a restructuring would benefit anyone in any of the colleges. One can imagine arguments, of course, but it would be helpful if a rationale were given for such dramatic changes; (2) I agree with the comments made orally at the meeting on Friday concerning budgetary questions: how can we reasonably assess such a proposal without any discussion of how resources would be managed and distributed? Indeed, we all worry (perhaps even most of all in the humanities; perhaps even more in the languages) about how we would go from being part of an impoverished college to being a really impoverished (and, frankly, marginalized) college; (3) No discussion was offered by the Task Force as to the process by which they arrived at the delineation of the 9 areas worthy of increased support. Were departments, programs, chairs, faculty consulted or interviewed? Were programs scrutinized in some way without our being notified? Were programs given the opportunity to present their strengths? (4) Which leads to a related issue: it seems to have been taken for granted that the way to move the university forward is to support financially those programs which have distinguished themselves. Why, however, could the argument not be made for the opposite? That is, let those programs continue to be nourished, while redirecting support to programs in immediate financial need? The notion of the 9 areas leads to the impression (on the part of the public, as well as among faculty) that programs not included are not worth supporting, that there is not important work going on in these less privileged programs, also staffed with distinguished and internationally-recognized faculty. Both arguments could be defended, but let's at least have the discussion. (5) The breaking up the college would lead to an end, real or perceived and perhaps both, to the university's commitment to the liberal arts and to a broad education for our undergraduates. I would argue, perhaps idealistically,

that the university should not be run with only financial and practical goals in mind, despite the difficult situation facing the state's economy. Students are here to learn to think critically, a skill that is learned as much in the humanities as it is in the sciences. In today's world more than ever, now is not the time to turn out narrowly-trained graduates. Now is not the time to produce students who have no idea of the world outside the state and the U.S., that there are other cultures where people think differently.

I believe strongly in a liberal arts education. The synergism between the departments of A&S, e.g. our degree requirements, provides such an excellent educational opportunity to the students of KY. This is part of our "higher purpose". Moreover, I see little efficiency in the split; there is no substantive benefit for graduate education or research. In fact, this proposal sets barriers to collaborations that currently exist. This is especially true for the Department of Statistics, which is engaging in more collaborative efforts with the social sciences. The real issue is the lack of support and funding that the Lexington Campus has received over the past 5-8 years. I do not see the proposal to split A&S as remedy to this situation. In fact, it would create more administrative structure than currently exists, thereby decreasing the funding available for academic enterprises. I do support the restructuring of the other small colleges; I believe that the goal should be to create fewer colleges. I was very surprised to see that Social Work with the addition of Family Studies retains college status. The other proposals for the disaggregation of HES are sound.

We are creating further boundaries between disciplines and at the same time telling our students to integrate their learning. The USP has courses clusters across the disciplines to make students aware of this. How things are structured administratively sends a clear signal as to how we really view them. We are going to create further islands of isolation and move away from the "learning community" environment that this university so desperately needs.

(1) Would undermine interdisciplinary work -- which is some of the most important, cutting edge going on at UK. (2) A terrible blow to undergraduate education -- would destroy the liberal arts tradition. (3) Would look bad nationally -- making us appear to be a technical, vocational school w/o commitment to liberal arts and interdisciplinary. (4) Loss of faculty & difficulty in attracting top-notch faculty.

Out of curiosity, I went to the US News rankings of national universities. I focused on only the category "Reputation score" and found 10 public universities at or above 4 (out of 5). I eliminated Georgia Tech since it is a specialized institution. The remaining 9 are

Berkeley, Michigan, Virginia, UCLA, Wisconsin, Illinois, North Carolina, Texas, Washington (Seattle). I then checked their web sites. All of these truly great public universities have combined Arts and Sciences colleges except Texas. So, the overwhelming majority of the truly great public institutions of this nation do NOT disaggregate their Arts and Sciences.

(1) The College of Arts and Letters would be the most under-funded and therefore the weakest college on campus. Arts and Sciences is already, per capita, the most under-funded college. Arts and Letters would be a merger of the sector of A&S with the smallest budget with the College of Fine Arts, historically the most financially-strapped unit at the University. (2) The Futures Task Force seems not to understand that the health of the newly configured colleges would depend upon revised funding models university-wide. The impetus for the split of A&S seems to come from some of the "hard" sciences, but they don't seem to understand the nature of the funding issues either. (3) The A&S split would jeopardize the integrity of liberal arts education at UK -- yet another aspect of undergraduate education that the task force has ignored. (4) The proposal ignores the importance of interdisciplinary programs in A&S and the importance of a College of A&S to those programs (the programs could join any new college they choose, but the very necessity to choose violates the principle of interdisciplinarity). (5) It ignores the fact that the rigid divisions of disciplines would be a step backward for UK; universities should work for the breakdown of disciplinary barriers. (6) The majority of UK benchmarks A&S departments would seek to emulate (for example, not Texas A&M or NC State, which are not comprehensive research universities) have the A&S model. Significantly, according to their web site, the task force looked at only two other universities (OSU and Penn State), both of which happen to have colleges similar to the units they propose for UK's College of A&S. (7) In view of UK's mandates for excellence with limited funds from the state, the split would prove too costly in terms of recurring and non-recurring funds, and it would take too long to recover from. (8) The excellent college-wide support services in A&S, such as the advising center and other student services, as well as the college's increasingly successful program for financial development would be destroyed and would have to be reinvented in triplicate.

No rationale offered for A and S split -- except two comments from Watt at public meeting that implied the Dean does not serve the college well in getting resources or in recruiting faculty. I didn't think either comment was backed up with evidence and, even if we buy these points (which I don't), no argument was given for why the proposed arrangement would be better.

I think that the proposed restructuring would be a severe blow to the goals of liberal arts education. The proposed plan could create barriers that impede the flow of students (and

knowledge) between the different colleges, further reducing the diversity and quality of undergraduate education.

There are many reasons to be skeptical that the proposed division of A&S will lead to any real improvement. No cost assessment has been made of the likely administrative overhead which could be very substantial-at a time when new faculty positions, NOT added administrative overhead, is what is needed to make the College more competitive. The only rationale that has been publicly advanced in favor of this proposal is that a Dean of a smaller unit could better focus on its needs. In fact the present Arts and Sciences college has associate deans whose mission is exactly to advise the Dean on such departmental matters. Two associate deans are a lot cheaper than three deans and duplicated staffs for fundraising, course scheduling, advising, and other administrative support! In the absence of a serious attempt at costing out the proposal I see no advantages whatsoever to the proposed change.

Obviously, one serious concern about this proposal is the fate of undergraduate education at UK, both the ideal of a liberal arts education and the more practical aspects of managing what would become cross-college university requirements on a greatly expanded scale. Furthermore, I am greatly concerned that interdisciplinary programs (Judaic Studies, LAS, Women's Studies, Appalachian Studies, African American Studies, etc.) will be severely strained by these new college boundaries. I do not see the point of generating new boundaries between History and Anthropology, for example. I am also personally unclear on why organizing university departments by level of revenue generation is productive or useful for any aspect of teaching or research. This is very brief, but I'm sure others will respond in more detail. I am also concerned about the proposal to leave overhead in the college that generates it. Without knowledge of how university resources will be redistributed in response to this massive shift in capital, I think it's most unwise to agree to this. What would happen to the small grants awarded by RGS for summer research, for example? These small amounts of money are useful for many people in A&S, but do (as I understand it) come from overhead generated by the university as a whole. Will more state dollars be moved into RGS to compensate, or will these programs be abolished? And what are the implications for higher-revenue-generating colleges, like Engineering? Will Engineering (for example) be expected to become revenue-generating (or at least revenue-neutral) within the university as a whole? In other words, will the Engineering School be expected to pay for its own buildings and infrastructure? Cover some salaries or benefits? Generate revenue for the state? And since the foci for future research outlined by the committee are largely Medical School initiatives, what happens to high- *and* low-revenue generating departments in this schema? Will high-revenue-generating Colleges need to reorganize their research to respond to Med School initiatives so that they can have sufficient lab space, etc.? Will low-revenue-generating Colleges (like Arts and Letters) be cash-starved in any scenario? And where will all the state money go that's being "saved" in all this

fiscal reorganization? Finally, I'm worried about overweening Medical School influence on the rest of the campus if we go to a one-provost system.

One of my main concerns regarding the break-up of the college is that the plan destroys the basic liberal arts intellectual core the college. At one time in the late 1960s the college operated under three or four Directors Social and Behavioral Sciences, Physical Sciences etc. It did not work out very well, and we got rid of it. We need to think ahead, not backwards as the Futures Committee has done in this report. I do not see any benefits of the plan in enhancing graduate or undergraduate instruction and research. The other point that concerns me is the disciplinary areas selected for further investment to take us to top 20 status. The list is ill-conceived. Except 2, all areas are in the medical or physical sciences. The "public policy" area is a vague one. I am appalled that a distinguished Committee like this one would completely ignore the Non-Western cultures and international aspects of the University. Nearly 60 percent of Kentucky's trade is with countries outside the United States. A significant portion of the international trade is with China and Japan. But the committee seems quite oblivious to international and non-western emphasis in priority areas. As you may know UK's prominent position in Asian studies has just been recognized by over \$1 million grant from the Freeman Foundation to enhance this area. The Committee thinks that Patterson School is the only area of the Univ devoted to international dimension. Many departments in A&S, Education and Business have significant international component, and I had hoped that the Committee would recommend pulling these resources to lift us to higher status. No university can aspire to be great without a solid international dimension. In summary from the intellectual viewpoint and contemporary trends in the world the report is flawed; it will not serve the interest of UK and the state. It is biased in favor of health and physical sciences. The recommendations lack (1) strategic vision or ability to look ahead (what kind of faculty, instruction and research we need at UK?) (2) peripheral vision or ability to look around the world (trends in the world and how UK can respond to these trends through research and instruction) (3) internal compass (what we will need in terms of resources? what is right? Couple it with flexibility. I think all these are very important points in any discussion of FUTURE. The main problem may be the Committee's failure to really "understand" the university.

It is very hard to determine what the Task Force sees as advantages and/or disadvantages in the proposed restructuring (and here, I am thinking personally more about Arts and Sciences), since there appears to be few details of the Task Force's thoughts in print. I perceive that the College of Arts and Sciences at the present is disproportionately underfunded given the amount of instruction it provides to premajors in other Colleges as well as majors in Arts and Sciences itself. I am concerned that the restructuring will not improve this situation. Will the restructuring result in a net reduction of administrative costs and an attraction of an additional infusion of funds from other University sources? Or will there be a net gain in administrative positions and costs? I suspect the latter. How

will this affect the potential "liberal arts education"? Will it cause students to be more narrowly focused and reduce the encouragement to take courses across a broad range of disciplines? I am worried this might be so. But it would be very helpful to see a more detailed analysis by the Task Force to support its tentative recommendations.

Actually, it is premature for me to indicate my position. I'm in the Psychology Dept. and our faculty are in a rather unique position under the new plan. Several of our faculty could easily be included in Sciences & Math rather than Social Sciences. I worry for them that the proposed restructuring might set up barriers between Social Sciences and (Natural) Sciences that don't now exist.

The doing away with the AS College would send a clear signal that the university did not see it as important that there be one college which can lay claims to being the core of an undergraduate (liberal arts) education. Since I am a firm believer in the liberal arts, I think that such a signal would be an unfortunate signal to send.

It seems that having three colleges would just create more administrative positions, and hence more bureaucracy. I don't see what their arguments are for why the current Arts and Sciences College structure isn't working. Also, perhaps this is a self-centered argument, but I worry that Philosophy (my department) will become financially marginalized (along with every other department in Arts and Letters).

I think it would be extremely difficult for the humanities, fine arts, and journalism to achieve common ground on hiring and promotion matters. This combination is also a recipe for major fights about who should administer the college. The College of Arts and Sciences has worked well administratively and intellectually. Why change it for some imagined futuristic benefit that is dubious at best.

I value contact with my colleagues and their students in the Social Sciences. The proposed restructuring will not only inhibit cross-disciplinary collaboration between faculty but promises truncated pedagogical experiences for our undergraduates and graduate students.

It seems to me to be a costly and disruptive exercise that will have no obvious benefit to the academic programs of the college. Given the skewed priorities for investment and the lack of an obvious rationale for the choices made in selecting the nine areas, only one of which relates to A&S, it appears that the committee was rather cavalier in its assessment of the importance of the college to the university. [...] Where is the role of undergraduate education in the proposed scheme? What about an international or global focus? It seems that the committee was at best constipated in its view of the future, at worst self-serving and narrow-minded.

I'm concerned about the effects the proposed division may have upon interdisciplinary programs and teaching. From my perspective, my own discipline, English studies, has as much to do with geography and anthropology as it does with history and Spanish, and more to do with biology and physics than more folks are inclined to believe, though less than it might. I especially wonder how the proposed institutional focus on "History and Literature of the Americas" could be developed without the participation of cultural geography. The suspect character of these divisions crops up especially, I think, if we imagine what may unfold when it comes time to decide whether Appalachian Studies or Social Theory should be dealt to one side or the other, how and by whom such programs might get funded and run. I'd have to know more about this and hear more about what benefits the Task Force projects from this split in order to get behind the proposal.

It seems to me that this restructuring would be exactly the opposite of what we were told the president would be eager to do: streamline the administration at UK, which is already a rather large corpus with a sometimes repetitive and bureaucratic structure. This partition would also hinder the functioning of various interdisciplinary programs (Latin American Studies and Social Theory are two examples) in existence and go against the current trend for more "global" academic training.

I 'm not opposed to restructuring in the abstract, but I do oppose the segregation of humanities or its bracketing with the arts. It will leave these departments in a culture of relative poverty and would lead to some very uneducated citizens of the commonwealth. Nor do I see immediately how research in the humanities would benefit from such a plan. Instead, it would turn the humanities into a kind of service sector for a new Kentucky Institute of Technology.

I was most dismayed by the correlation between the departmental affiliations of the committee members and the designated Areas of Excellence; this, to my mind, raises questions about the legitimacy of the committee's recommendations, including the restructuring proposal. If a committee of predominantly Arts and Sciences faculty proposed restructuring the medical and health sciences, it would be considered inappropriate and outrageous. I am perplexed that such a major restructuring has been suggested by persons not in Arts and Sciences, and by persons who seem to have no real understanding of the Arts and Sciences, the areas of strength in the departments in the college, or the historical development of interdisciplinary discourse across the Humanities and Social Sciences. Most troubling is that the committee appears to have no vision of the University as the place where we work to give undergraduates a liberal arts education. Thank you for your attention to my comments.

There was seemingly no rationale for the breakup of the College other than the argument that a dean with closer ties to the subject area could attract and retain better faculty. This is a lame excuse - all of our deans have traditionally taken a keen interest in the arts, social sciences, and humanities, and in any case they tend to follow (to a letter I bet) the hiring recommendations made by the departments themselves. I fear for the status of interdisciplinary programs in this model - there is presently a great deal of interaction between social scientists and humanists in key programs such as Women's Studies, Social Theory, Judaic Studies, African American Studies, and Latin American Studies, to mention a few. My own research and teaching has been enhanced by collegial interactions with faculty in four of the above-mentioned programs. Why would we consider this breakup when so few of the really good public institutions have followed this model? And when those that did do it now regret it (e.g., SUNY Buffalo). This is a model from the 1970s, applied to UK today. What was it that Mark Twain said...? Finally, I can't stop without a word on these substantive areas of university concentration. While I have always felt that David Watt was a fair minded individual with the best interests of the university in mind, this task force's recommendations smell of narrow self-interest on the part of the membership. Dan Reedy's committee spent an enormous amount of time determining UK's areas of strength. This committee, it is very clear, did no such homework or analysis.

I am concerned that dividing the College of Arts & Sciences would diminish burgeoning links between the Departments of Geological Sciences and Geography and lead to unnecessary administrative duplication.

The College of Arts & Sciences is the SINGLE academic unit on campus that embodies diversity and interdisciplinary scholarship by spirit and design. It would be disastrous, tragic, demoralizing, and insulting to abandon this intellectual heart of the U.K. community.

I am compelled to convey my dismay that a committee charged with assessing the university's scholarly and educational strengths as well as proposing specific options for academic restructuring failed to include the Russian and Eastern Studies department in their materials. There are several conclusions one may draw from this omission, none of them positive. I find the situation particularly galling since the Russian and Eastern Studies department was just commended by outside reviewers for the excellence of its scholarly and educational excellence not only in comparison to its benchmarks, but also in the face of ridiculously limited resources. In fact, our excellence is recognized at the national level as well. Our students have been awarded the highly competitive national NSEP grant five out of the last eight years. Finally, it is worrisome that the committee chose to overlook a department that represents 2/3 of the world's population. All in all, given the remarkable need for internationalization of this campus and rapidly increasing globalization of our state, there is no possible excuse for this behavior.

The more I saw, the less I liked. Taking the most under-funded departments (i.e., Humanities) from the per capita most under-funded college (A&S) and putting them in with the most poverty-stricken college in the university (Fine Arts) is a recipe for disaster unless a very, very large infusion of new funding comes into the new college upon its creation. Given that we're in the middle of a crunch, that is unlikely to happen. I do find the IDEA of an arts and letters college quite attractive, but will be utterly opposed to the implementation of the idea until someone "shows me the money" up front. I was also disturbed by the selection of "history and literature of the Americas" for funding. Since we don't have an "American Studies" department, this means that departments like English and History, already divided between the Americanists and everybody else, will have further impetus to further cut back in European positions in favor of the new emphasis. Within the past 15 years, nearly half the Europeanists positions in the History Dept. have evaporated, and I fear that all fields except for American history will be cut beyond the bone if this emphasis is carried out. In a nation and a state that is particular parochial in its interests, we do a great disservice to our students to imperil what is left of a genuinely global education at UK. I know President Todd has very strong opinions in this regard, coming directly from his experience in dealing with European business for which his narrow and more technical education put him at a disadvantage. Indeed, though "the Americas" is no doubt meant to include Latin America, in the Spanish (soon to be Hispanic Studies) Dept., a similar sort of cleavage exists between the Americanists and the peninsulars. [...] As a classicist, I am concerned

about the current emphasis on the modern and the American. On the political side, it must be admitted that the Humanities was poorly represented on Futures Committee itself. [...] I don't think the concerns of the Humanities were sufficiently articulated in the committee and I hope you might keep this in mind as matters come before the various bodies of which you are a member. Anyway, that's more than my proverbial two cents... but you did ask. Thanks again for the concern and leadership you have so well demonstrated and all the best as you continue to do so.

The recommendation of the Task Force should emphatically not be followed. It would be a serious setback to undergraduate education, not to mention research, interdisciplinary studies, etc. If the university wants to improve itself the first and foremost issue that should be addressed is improving funding. This may be obvious, but without serious attention to this, all talk about top-20 status is pie-in-the sky. Reorganization - even a better one than proposed here - is trivial by comparison with this ever present need.

My main purpose in writing is to express some reservations about the committee's draft proposal to divide the College of Arts and Sciences into three colleges. As several have noted, A&S currently is the home of several intellectually vibrant multidisciplinary programs (e.g., Latin American Studies, Women's Studies, African American Studies, Social Theory) that span the social sciences and the humanities. To place any of these programs in one or another of the newly proposed colleges could be detrimental to their ability to maintain the full range of faculty and graduate student involvement that they currently enjoy. I would view this as a damaging outcome. Ironically, such a move could create new barriers to multidisciplinary activity at a time when the University is trying to promote new connections and to break down silos. I also believe that the proposed split could damage undergraduate education. Students who graduate from an A&S department have taken a full range of courses in the humanities, the social sciences, and the natural sciences that go beyond USP requirements and that insure that they have received a liberal education that will serve them well throughout adulthood. I fear that abolition of the College will make it difficult to sustain the currently existing requirements in these areas. If the requirements are not maintained, we may unintentionally have moved in the direction of producing technically proficient specialists rather than fully educated citizens. Organizationally, I am apprehensive about each of the three new Colleges the committee has proposed. The College of Science and Mathematics would simply represent a small collection of departments that already exist in a single College. No new synergistic relationships would be created by carving them out. I think the only outcome would be intellectual isolation. The College of Social and Behavioral Sciences would provide the potential for some new combinations of departments, but this would require departments and schools that are comfortably situated in such places as Business and Economics, Agriculture, and Medicine to accept an invitation to join the new College. Given that these programs already are involved in the missions of their respective Colleges, it is difficult for me to imagine that they would

accept the invitation. If they decline, we will be left with a small collection of social science departments that have experienced a weakening of their ties to the natural sciences and humanities and gained virtually nothing. The College of Arts and Letters would represent an awkward combination of departments and schools that found it advantageous to separate several decades ago. I have trouble seeing how reuniting them would be anything other than a return to the 1950s. I think everyone would agree that the College of Arts and Sciences can be awkward because of the diversity of departments and programs that it contains, but it does represent the intellectual core on which many other programs can build. I think it is important for organizations to protect their core. I am not sure that splitting it up will accomplish that.

An obvious medical/biological science bias - six/seven out of nine areas for further investment concern medical/biological sciences, while humanities and social sciences are simply given lip services. An obvious correlation between the composition of the committee (many of them are from medical/biological fields) on the one hand, and recommended areas of further investment on the other. The idea of restructuring seems to be dictated by a bad economic logic - A&S is likely to be divided according to how much money each division will make. Also, the report represents what I see as narrowly defined American interests - no concerns for global cultural studies whatsoever. In short, the report addresses on an out-moded logic of science and technology at the expense of humanities and social sciences; the irony is that such an outmoded logic was issued precisely when we need to think about how to bridge the gap between issues of technology/science on the one hand and those of humanities/social sciences on the other. A very disappointing report. I felt good, however, when I saw critical spirits and responses from A&S faculty in the meeting this past Friday.

Problems with the plan: (1). It would lump stronger programs from A&S with weaker programs from other units, but would not necessarily lead to improvement of the weak programs. (2). It would weaken those areas of the social sciences that have a humanistic bent, by removing humanities faculty from Dean's advisory committee on promotion and tenure, etc. (3). It would weaken the university mission of offering undergrads a liberal education.

Having done three degrees at one of your benchmark schools, I find this sort of (arbitrary?) administrative division very strange & believe it would lead to a loss of interdisciplinary benefits a large research school offers. I am also very concerned about potential division of gender & drain or loss of eventual research funding/monies that would be caused by separating the "arts" from the "sciences."

Presently, the undergraduate students of the College of Arts and Science can combine most effectively their majors and minors between two or more disciplines. A possible division of the College may preclude this opportunity, very important for the undergraduate students.

I do not understand the reasoning behind this restructuring; there is nothing apparent of any practical significance to be gained. The College of Arts and Sciences has been treated as a "poor cousin" by the University for some time, and I have had the impression that this is a result of the relatively low external funding that the College as a whole can generate. By breaking it up it seems to me our voices will be even further weakened, and the potential for underfunding our mission of teaching and scholarship could be further undermined. Finally, we are currently in a time of great financial stress; why are we discussing such an expensive undertaking with no substantial benefits? Can the administration really guarantee that we won't see our salaries and benefits fall even further behind those of our benchmark institutions, or see our department funds for teaching and administration even further cut, while money is drained to pay for this restructuring?

I think that restructuring without additional resources is a largely disruptive, not-likely-to-be-valuable process. I see no compelling arguments presented for the bulk of the committee's arguments. The description of areas proceeds primarily from the view that to be great one MUST build on existing strengths, which I think is not completely correct. The omission of areas like clinical research and engineering from a Futures report appears very shortsighted to me. Inclusion of areas like plant bioengineering and infectious disease is surprising. I would emphasize that piecemeal implementation of the restructuring without major budgetary changes could be disastrous. The VP-Research position has been emasculated in this report--is that really what we want? Certainly at variance with what is being sought in our current search. The effects of restructuring and investment in specific areas seems not to have considered education, either undergraduate or graduate. Overall, I am disappointed in this report, and worry that this was just not a productive process.

I am particularly worried about three possible consequences of the restructuring: (1) The potentially deleterious consequences for undergraduate education. I strongly believe in the importance of a liberal arts education, and the restructuring seems to move UK even farther away from granting any significance to the notion of a well-rounded undergraduate experience. (2) The potentially deleterious consequences for the all of the departments shunted into "Arts and Letters", especially the Philosophy Department, that

may arise from a drying up of funding and voice in the university. (3) The probably fatal consequences the restructuring would have for the Committee on Social Theory, particularly since it seeks to cross disciplinary boundaries and would need to bridge three new colleges in order to carry out its mission of interdisciplinary research and education. One of the very few arguments actually advanced in favor of the restructuring is that it will promote interdisciplinary activities. With respect to the most important, and only significant interdisciplinary group I am involved with, the plan actually appears to thwart the realization of this goal.

The restructuring would do much to transform the University into a fancy vocational school, not a place where students can pursue a specialization within the context of the type of broadly based academic program that is proper for an educated human being. I see no obvious advantages in adding more administrations to the University. Given the tight budget, creating more institutions only helps waste the limited resources, which could otherwise be used more properly on departments in College of Arts and Sciences.

I honestly think in time of economic problems for the state and the University, it unwise to restructure a college system and in the process create three very poor new colleges. I also think the Task Force was biased towards with their findings by only presenting themselves and what they thought the President might like in good light. Reasons for the restructuring were never given, which causes concern in many and understandably. Also, since our model universities do not have the proposed structure as a model, it seems we would be taking a step back and away from our long-term goals.

There are no obvious advantages of a change. So why changing it with a lot of effort, thereby wasting the time of many of the faculty? Actually, most of our benchmarks have the Arts & Sciences as a whole!

The principal bad effect of this restructuring would be to triple the administrative structure in a college that is already over administrated. Why not just simply absorb the smaller colleges back into the college of A&S?

In terms of academic infrastructure, I feel the restructuring would complicate things immensely, lead to duplication in effort, and make it harder for students to get a multi-disciplinary education. In terms of research infrastructure I am more unsure of the impact and feel there would be pros and cons to both sides. In a college of science and

mathematics, for instance, there might be better support for scientific computing. Alternatively, smaller schools might leave less flexibility in appropriating available funds.

I don't really know if it would be better or worse. I'd like to see the arguments for and against. The only argument I've heard is that if one college of Arts and Sciences is underfunded, splitting into 3 colleges would probably make all 3 of them even more underfunded. If that's true, then I'm definitely against.

The Liberal Arts are already the poor stepchild at the University of Kentucky, and the restructuring will only further isolate and diminish those departments. It is shocking to me how many of my students have no interest or appreciation for the Liberal Arts, and it is not in the interest of the Commonwealth or its citizens to encourage this narrow, utilitarian, and ethnocentric perspective.

I believe that dividing A&S up will diminish the influence of the liberal arts at UK, and unfortunately their influence is already too weak. In regard to the Task Force's recommendation that the place of international studies at UK be investigated, I say that is a task that deserves the highest priority, and I hope that President Todd assigns it to someone who will take it seriously and see that UK takes it seriously.

(1). There is nothing in the future's preliminary report that offers a compelling reason to split A&S. What would be the benefit? Without a large, and very unlikely, infusion of funds, we would go from one impoverished college to three equally impoverished colleges. Flexibility allowed by salary savings generated by a large faculty base would simply be lost. Because of the poor funding for the college relative to its size and mission, salary savings are an important means to an end. (2). Dividing the college would add additional and unnecessary barriers to interactions for students and faculty. Cross-disciplinary efforts like the mini-colleges and discovery seminars would suffer. (3). Students, especially first-year students, who frequently change majors will then have to change colleges as well. The advising system in A&S is superb, designed to help prevent students from falling between the cracks. Breaking up the college begs the question as to what would happen to a very successful advising system. So again, what is the rationale to such a Draconian measure?

Some universities have liberal arts divided along the lines of the recommendation, so it's not an outrageous proposal. However, our Task Force offers no reason for doing it here.

It has the downside of diminishing the claim that the liberal arts is the core of the university. It also will further diminish the overhead that goes to the humanities and social sciences. I could be persuaded that it's a good idea, but in the absence of any solid argument, I am opposed.

I believe that the task force has done a poor job of communicating its reasons for its conclusions, and a poor job in presenting them to the public forum at the Worsham Theater. Those objecting to the proposals were far more persuasive than the task force. For those not present, the task force web site was not helpful beyond giving an outline of conclusions, with no rationale. If the task force's intention was to start a conversation, they have succeeded. The only problem is that, in the many conversations I have taken part in, the task force point of view has been entirely absent. When this is combined with a perceived strong correlation between the self interests of task force members and the areas chosen as priority areas, one can see that the task force has a very serious credibility problem at this point. Two further reasons to disagree with the recommendations are that they pay essentially no attention to undergraduate education, regardless of the rhetoric, and that they move the University in a technocratic direction, where the ideal of liberal scholarship and teaching will become even less important than it already is. My advice to Provost Nietzel and President Todd is to distance themselves as far as possible from this report, lest the good relations between them and the faculty be sacrificed on the altar of this public relations disaster.

I am not against restructuring. It could be useful. But, there is no rationale given for the present plan. And perhaps even more insidious than the proposed restructuring is part one of the Watt plan - -the targets of opportunity/priority. Aside from the fact that the majority of them fall under the direct purview of Watt himself, they send the message the UK of the future is a technicist MIT-wanna be; with no room for the educated, moral, responsible, citizen-scholar-student.

The proposed College of Arts and Letters will bring in little external funding, and hence will be in a weak position from the standpoint of the administration. I fear the net result will be to further marginalize the humanities at UK.

As far as I can see, the report says nothing about undergraduate education. (One of the Task Force's "guiding principles" is to "serve students better," but nothing that follows addresses serving students, undergraduate or graduate.) This seems especially unfortunate since President Todd, to whom the report recommends changes, has said he wants to change the way Kentucky students think about themselves and about what is

valuable in Kentucky's educational systems. Surely undergraduate education is one way the University can "respond better to needs of [the] Commonwealth" (another "guiding principle"). Is the "Boyer report," which elaborated on the importance of undergraduate programs in first-rate research universities, now considered irrelevant? (Official title: *Reinventing Undergraduate Education: A Blueprint for America's Research Universities*, by The Boyer Commission on Educating Undergraduates in the Research University [sponsored by the Carnegie Foundation for the Advancement of Teaching]. April 1998. For complete text, see <http://naples.cc.sunysb.edu/Pres/boyer.nsf/>.) Two quotations from the Boyer Commission report (emphasis added): "Everyone at a university should be a discoverer, a learner. That shared mission binds together all that happens on a campus. The teaching responsibility of the university is to make all its students participants in the mission. Those students must undergird their engagement in research with *the strong 'general' education that creates a unity with their peers, their professors, and the rest of society.*" "Undergraduates must explore diverse fields to complement and contrast with their major fields; the freshman and sophomore years need to open intellectual avenues that will stimulate original thought and independent effort, and *reveal the relationships among sciences, social sciences, and humanities.*" Can the Task Force, in completing their work, give attention not only to undergraduate education but also to interdisciplinary undergraduate education? True, the Futures report speaks of "promot[ing] interdisciplinary innovations" and "serv[ing] multidisciplinary interests," but the proposals in the report address for the most part administrative interdisciplinary links, not conceptual interdisciplinary links. For example, a number of existing units work in neuroscience. The report proposes linking them, which is a good idea, because the existing units no doubt do have different angles on the problems of neuroscience and there's no reason to duplicate effort; but this strikes me as more an administrative reform than a conceptual reform. An example of a conceptual reform would be to add literature departments to the interdisciplinary group on "Risk-Related Behavioral Sciences." Literature (and film) give considerable attention to risk-related behavior. Why might not that attention be valuable in a truly interdisciplinary approach to risk? (Consider the work of people like Jonathan Shay and Oliver Sacks, both M.D.'s who do make conceptually interdisciplinary links.) I arrive at the break-up of the College of Arts and Sciences. Leaving aside fiscal implications, I worry that as separate colleges get increased control of the undergraduate curriculum, we would have less well-rounded undergraduate students (e.g., by reducing the science taken by humanities students or the humanities taken by science students). Such a change could tend to turn UK into a high-level vocational school. If the aim in breaking up A&S is administrative simplification, why not simply add the Colleges of Fine Arts and Communications to A&S (where they used to be)? How will the splitting up of A&S "promote interdisciplinary innovations"? Wouldn't a greater integration of A&S be more likely to accomplish this? The breakup of A&S would be less problematic if, along with the break-up, sound, reliable mechanisms were created to insure (a) undergraduate connections and solid curricular diversity (along the lines of the Boyer recommendations) and (b) regular interaction among the faculties of the new colleges (we need more real interdisciplinary interaction even now).

Start-up and new infrastructure costs would be tremendous; it would damage interdisciplinary collaboration in major ways; it would hamper some of our innovative efforts of the past 15 years and take UK off the map of widely appreciated programs such as the Committee on Social Theory. This Futures Task Force proposal is partly driven by some of the most intellectually REGRESSIVE orientations such as scientism and corporate entrepreneurialism, trends that undermine liberal education. The emerging debate should include these matters AND the question of whether there are prospective private profit interests involved in the motivation of some supporting this alarming proposal.

I've responded to this in detail through my dept., but in short I think it will compromise our ability to do interdisciplinary teaching & research, which is where the future of academic work lies, it will further marginalize arts & humanities, and it doesn't seem to have any upside -- I can't figure out why it was proposed in the first place.

I have several reactions. First, it is clear the committee did a lot of work and came up with some ideas, probably some good ones, which may ultimately make a difference. None of the suggestions made me stand up and say hallelujah, so I can't single out anything for particular praise. On the areas of emphasis - my impression is that the secrecy of the process (after initial noises that it would be open) resulted in the usual list of favorite areas of the (presumably most vocal) members of the committee, the common criticism of all previous task forces. My suggestion to them at the beginning was that they consider proposing an ongoing process for targeting investments rather than some inevitably limited list (what, we are going to invest in vocal music and pharmacy for the next 10 years or until the next task force?) It's the process of faculty representation in development that we lacked, and still lack. On restructuring. I wasn't that interested in this before the report, but now more so. I thought the proposals interesting and have heard mixed views. In general I think of departments as organized along disciplinary lines and Colleges along mission oriented lines (medicine, ag, education, etc), with Colleges generally being multidisciplinary (eg both ag and medicine have animal physiologists). So while it might seem to be an efficiency to combine all the animal physiologists (and reduce?), in fact it disrupts the multidisciplinary missions of the Colleges. I don't know that breaking up A&S would be particularly disruptive of the mission of broad undergraduate education, I'm not sure what particular benefit would come from proliferating Deans. Further Humanities impoverishment? In general I was disappointed in what struck me as a rather narrow, inwardly looking spirit in the report. I expected more of a focus on forward-looking challenges, broader areas that more of the faculty could enlist in.

I believe that the division of Arts and Sciences would: (a) further weaken any political influence which they have in this university, (b) lead to an increased emphasis on 'vocational education' here, (c) further reduce the university community's understanding of, and commitment to, an education as such, and d. further reduce the Kentucky citizen's understanding of education, and opportunities to receive an education. Vocational training is important, of course, but should not become the sole focus of a university; institutions for that purpose already exist. Universities exist in order to preserve, increase and transmit human knowledge and understanding of the universe, both human and non-human. Further weakening of Arts and Sciences would seriously undercut the University of Kentucky's ability to fulfill that mission. Instead, the colleges at UK which primarily deal with job-training would no longer be faced with any other point of view as represented by any college of significant power. Different points of view are critical to human growth (even those opposed to mine!)

The proposed restructuring seems without merit. I have no sense of what would be gained by doing this. The argument that the new deans of these three colleges would be "closer to the subject matter of their faculty and better able to pursue their interests" is not meaningful. On the contrary, the deans of arts and letters and social science would be relatively disempowered in the university at large. I agree with arguments that have been made about the detriment to undergraduate education that will be the outcome of this fragmentation. In addition, I am concerned about the future of such programs as social theory and women's studies once the institutional supports for them are eroded by this new plan. Finally, I think it is illogical to increase fragmentation at a time when interdisciplinary work is highly valued.

It would separate the humanities from the sciences and social sciences, and deprive them of necessary funding and support. The humanities should not have to be in the deprived position that the proposal creates. I'm definitely not in favor of its passing.

I am particularly concerned that the proposed restructuring misunderstands the nature of contemporary interdisciplinary study (research and instruction) as practiced in and between humanities and social sciences, and does not appreciate the distinction between interdisciplinary and collaborative/multidisciplinary research. It is my fear that the administrative walls erected by the proposed restructuring will greatly inhibit interdisciplinarity at UK and may spell the demise the existing interdisciplinary programs.

First, I wonder why no rationale or explanation was given for what amounts to very major structural changes. Without rationale, the proposals appear to represent change for the sake of change. There are no substantive issues to discuss and debate. The committee should provide a full explanation for what it is proposing. Then we can discuss whether the proposed changes seem to make sense and seem to be in the best interests of the university. Regarding the proposed breakup of the College of Arts and Sciences, which is the change that would affect me most, my response is as follows. I wonder, again, why this change was proposed. To me, it makes little sense from either a budgetary or academic standpoint. It would require the creation of three new college bureaucracies to replace the existing one, complete with deans, associate deans, new offices, etc., all of which should appear to be quite costly. It would further fragment a university that many of us agree is already too fragmented. It could well create a nightmarish situation for students who are now very well served by the College of Arts and Sciences in terms of advising and degree requirements. The operating assumption of the proposed changes seems to be that we can reach top twenty status by committing funds to a small number of relatively esoteric interdisciplinary programs and research areas. In fact, I would argue, the foundation of all great universities is strength. On the contrary, the areas of excellence seem to be slanted toward the medical and professional schools, while the College of Arts and Sciences is to be dismantled. According to the proposals, my department – history - would be lumped in with other humanities departments and with the Fine Arts and Journalism. It is worth pointing out that when I arrived here in the early 1970s Fine Arts and Journalism were included in Arts and Sciences. This did not work well then, and I recall that administrators and faculty in A & S and in the Fine Arts and Journalism were pleased when they were separated. I see no reason now to reinstitute something that did not work well before and probably would not work well now. I hope you will do everything you can to ensure that there is full discussion of a set of proposals that has some quite serious implications.

If we separate off the humanities from the rest of the sciences, we send a message that many of the things that get done by the humanities are not really that important. I teach in the Philosophy Department, I believe that Philosophy is important to every other discipline because it is about reasoning, which is fundamental to all other enterprises and to leading an informed life. A university education is all about preparing people for not only their chosen profession, but for being autonomous, informed citizens who will contribute to society. But to be fully autonomous beings, the students need to engage in critical thinking, and this is something the humanities supplies in a way that nothing else does. Also, it is ever so important for students to consider issues about race, class, and gender, and the only place where these issues can be given an in-depth analysis is in the humanities. If we separate off the humanities, we separate off these issues rather than incorporate them into the whole curriculum – but that's what we ought to be striving to do if we are serious about diversity (and the university professes to be so). Separating off the part of the college that deals with such issues is a clear marginalization of them and of

all minorities and women, students and faculty alike. How can we possibly aim to be a "top 20" place if we don't care about issues directly affecting more than half of our population? Is this a place where only upper class white men can thrive and progress? Then we're back in the old days when universities didn't admit women and minorities. Where progress?

My main concern with the proposed restructuring is what central, core unit with sufficient clout & power will be the one to speak strongly for the basic, core curriculum which should and must be at the center of ANY undergraduate curriculum? The dean or assistant/associate provost or whatever for Undergraduate Studies? I think not, at least at present. Will this core undergraduate education be set adrift, lost, and even more under-resourced in a sea of applied work, service to other state needs, and economic development? Not that the latter are unworthy or lack dignity and purity, but these are not the central, core objective of the University, in my opinion. Will these three new colleges proceed to run off on their own to take care of their own people and students, and the hell with others, as is already the case with far too many other colleges on campus? Excellence in instructional activity is already, in my opinion, undervalued, underappreciated, and under resourced already on campus. Will this be exacerbated? Some more minor concerns or questions. Was there any thought to putting Computer Science (back) into the new college of science and math. It seems to me the the primary thrust of this department is indeed in computer *science*, not computer engineering. Electrical Engineering is now the Department of Electrical and Computer Engineering. Computer Science seems rather more directly related to Math and Statistics than to Engineering, and they were, until very recently, within A&S. Why not put them back? Seems logical to me. It may well be personal prejudice, but it seems to me that, in this whole grand scheme, the proposed college of Science & Math is left as the weak runt of the system. It is ironic to note that A&S will disappear, but S&M will be born. There are 5 biologically oriented science programs left untouched in the Medical Center, and poor Biology left alone in S&M to duke it out with these people and also do all the undergraduate teaching. What happened to the "one University" concept. There are also many (more applied) science departments in AG. These stay there also. Yes, they be more applied and focused, but they are science departments. Was any thought devoted to a College of Science and Technology, for example, which combines all the "basic math" and science with engineering? This model is followed elsewhere, including, unless I'm mistaken, Cal Tech.

1. I feel the committee is preparing the report for their own good, but not for the future of the University. 2. Even at present I don't feel the committee is using this as a criterion, I object to use "strength" and "weakness" to select areas for future investment. There are certainly weak areas that we need to build up in order to get into top 20. 3. Instead of throwing money into "thrust areas", resources should be used to motivate and help people to do good. e.g, matching fund, scholarship, chair endowment

etc. If we can get a Nobel laureate here, why should we care whether he/she is a physicist or economist?

We are a University, where the pure sciences mingle and interact with the humanities. That is what a University is for. Any scientists who wish to isolate themselves from the Arts should leave and join a national lab.

C. Comments from Faculty Who Did Not Respond, or Indicated 'Undecided' in Answering the Question Regarding the Proposed Restructuring of the College of A & S (N = 8)

Since I do not know what the logic is behind the proposed restructuring--it was sprung rather suddenly on us--I do not have an opinion one way or another.

Please consider this suggestion: instead of merely gathering yes/no straw votes on a single item, PLEASE request that the futures committee provide data and rationale for ALL of their recommendations. In the absence of data and rationale, no intelligent response is possible---AND I do believe that a response is essential.

I don't see how it is possible to make any intelligent comment on the proposal until there are more details. I teach "Operations Research", and the types of problems we consider include complex decision problems such as reorganization of management structure. I don't know if the "Futures Committee" did a cost-benefit analysis but I have not seen one. Reorganization should certainly be considered, but it must include some detailed analysis. Without the analysis, it would be worth a grade of E in my course.

I am ambivalent about the effect of the restructuring. On the one hand, the new structure joins departments that share disciplinary discourses and modes of pedagogy. On the other hand, it multiplies the administrative burdens of running a college within disciplines that are already under-funded. In addition the humanities could be even further marginalized under this proposal. Some of the other changes make more sense to me, but I don't see many advantages to dividing A&S up.

At this early stage of deliberations, I don't see how anyone can make a reasoned decision one way or the other without seeing arguments and evidence (on either side). On what basis are the recommendations being made? What is the expected outcome? Why did committee members feel this would be an advantageous arrangement? Furthermore, at this stage I think it might be counterproductive for us to have a knee-jerk reaction against change. It may in fact be a good time to begin fruitful discussions with other colleges/ departments about reorganization on our terms. For example, many universities have journalism and English under one roof. My question at this point is: how can we begin these conversations? Who will take that initiative?

I'd need more information about the reasons, benefits and the effects of the restructuring before I could respond to the relative value of the change.

I have an extensive response to the recommendations of the Future's Task Force. The biggest problem at present is that the Task Force has provided no information except recommendations. For restructuring, we have little clue for the rationale for the position they took. For the list of areas for development, there is a similar lack of justification, as well as no information on how resources might actually make a difference. Thus to some extent I respond with a lack of information, and this disturbs me. The issue of restructuring A&S is one ripe for imagination, in either direction. I see some potential that the restructuring will have for breaking A & S out of the general stagnation that the college has experienced. This is particularly true for some of the science disciplines that are probably impeded by the scope of the A&S endeavor. There is more opportunity for units in Math and Science to guide their own destiny, which is attractive. On the other hand, there are also risks. If not done with care, such restructuring could further diminish the impact of the affected units. I also do not know if the turmoil will be worth the potential but unforeseeable future benefits. I have stronger opinions concerning the list of areas for development. There is no question that these are strong areas at the University. Yet, I question whether reallocation to these areas will accomplish much. There are many strong, but not yet outstanding areas at UK. Infusions of funds into such programs could have a much greater impact on the quality of the University. I think it likely that the situation is as follows: Programs at UK that are nearing top 20 status might improve a few places in the rankings by the infusion of funds they will receive. However, if those funds are reallocated from programs that are 30-50th, I think there is the risk that those lose more ground than is gained. For example, loss of 2 faculty lines in Biology will drop it 10s of places in rankings, whereas the gain of 2 faculty in one of these areas will likely change its position very little. The University would probably gain more by bringing more programs ranked 30-50th into the 20-30th range than by moving the top programs up a few notches. Moreover, an astute use of this opportunity for re-evaluation would identify those programs poised to make the greatest leap forward (at any current ranking). The future of this University is not necessarily in the currently strong, but on fostering creative and innovative approaches of the future. I think there are units on campus ranked relatively low that with an influx of relatively modest resources could easily jump 20-40 places in rankings over the next 10 years. I do not think the committee's recommendations reflect such wisdom. Finally, I am disappointed in the lack of emphasis on multi-disciplinary views and integration revealed in the committee's recommendations. There are no tangible recommendations for improving interactions across structural units (certainly none of the structural recommendations appear to foster interchange). Again, this reveals a lack of imagination and leads one to think that the motivations for some of the decisions were based on current power structures rather than the improvement of the academic climate here. However, perhaps the committee has

more detailed ideas on this that have not yet been made public. In general, I hope more information will be forthcoming on the issues that drove these recommendations. I also hope we will have a chance for additional comment once that information is available.

In the absence of some detailed information concerning the reasons behind these recommendations it is difficult to draw a judgment. For example, I would like to see a pro forma budget which shows the use of capital under the new plan of structure. This information could be compared with existing budgets to determine how the sought for efficiencies are to be obtained. For how else can one proceed?

Appendix: Email Request and Survey

DATE: 24 February 2002
TO: Arts & Sciences Faculty
FROM: Michael Kennedy

Along with many of you, I attended the forum last Friday on the UK Futures Task Force report that proposed dividing the College of Arts & Sciences into three separate colleges. Although there were several from our College who took that opportunity to respond orally to the presentation, it is also clear that the majority of faculty have yet to have a chance to voice their concerns on the matter. As a member of the University Senate, the Senate Council, and, in July, the UK Board of Trustees, I will be in a position to present arguments and vote on the issue of restructuring. In order to do so, I need to know your opinions regarding the proposal. Pasted below is a brief survey that I am asking you to fill out and return to me. I'd appreciate if you would "x" your choices, and just reply by e-mail. Please recognize that for me to be an effective voice, it's vitally important that there be a very high rate of return on this survey.

Just as importantly, I would like to obtain written responses regarding the restructuring. Good points were made at the forum and I'm sure there are many more that were not voiced, but are in the minds of the College faculty. Therefore, in addition to the survey, I am asking you to consider taking the time to add written comments. The points you make will allow me to put together persuasive arguments.

Although we have been advised that faculty are welcome to respond to the Future Committee's recommendations, we've in fact been given a very short time in which to react. Thus I urge everyone to address these proposals as soon as possible, bearing in mind that such changes would have far-reaching consequences for many years to come.

Because of time and expense constraints, this survey is being distributed only by e-mail. If you prefer to make a paper-based response, please feel free to do so. (Michael Kennedy, Dept. of Geography, POT 1451, Campus 0027.) Also, I am well aware that some faculty do not use e-mail or do not check it very frequently. Please let your colleagues know the survey is underway. A further step -- both to publicize the survey and to get responses from non-e-mail users -- would be to print off the text and distribute it to faculty mailboxes.

Some notes on procedure:

- (1) I plan to organize the results next weekend so I will need to have your survey responses and comments by the end of the day, Friday, March 1.
- (2) I will take all the responses and generate a brief report summarizing the findings from the survey and the comments. This report will be distributed to members of the Futures Task Force and to faculty in the College.
- (3) I assume full responsibility for preserving your anonymity -- a factor possibly important to some faculty.

Many thanks,
Michael Kennedy

A & S Faculty Survey on Proposed College Restructuring

1. Are you aware of the UK Futures Task Force's recommendations regarding the College of Arts and Sciences?

YES _____ NO _____

(You may want to consult the Futures Task Force website at:
<http://www.uky.edu/Futures/OpenForum.pdf>)

2. To which of the new colleges would your department go?

ARTS & LETTERS _____
SCIENCES & MATHEMATICS _____
SOCIAL & BEHAVIORAL SCIENCES _____

3. What is your position/rank at UK?

Prof. _____ Assoc. Prof. _____ Asst. Prof. _____ Instructor _____

Full time, non-tenure-track _____ Part time _____ Other _____

4. From your perspective, would the proposed arrangement be better or worse than the present framework?

BETTER _____ WORSE _____

5. Are you in favor of the proposed restructuring?

IN FAVOR _____ NOT IN FAVOR _____

6. Please offer a written response below (or via attachment) in support of your view on the restructuring or any other aspect of the Task Force's recommendations.