

## REVISED DRAFT

### A Report from the Task Force on the University of Kentucky Futures: Faculty for the 21st Century

#### Members:

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Bob Blouin, College of Pharmacy  
Susan Carvalho, Spanish and Italian  
Joe Chappell, Agronomy  
Terry Childers, Marketing  
Jim Cobb, Kentucky Geological Survey  
Mary Davis, College of Law  
Fred de Beer, Internal Medicine  
Hank Dietz, Electrical Engineering  
Jeff Ebersole, College of Dentistry  
Bill Fortune, University Senate  
Greg Gerhardt, Anatomy and Neurobiology  
Lynne Hall, College of Nursing  
Nancy Harrington, Communication  
Everett McCorvey, School of Music  
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Dana Nelson, English  
Brian Rymond, Biological Sciences  
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#### Charge to the Futures Task Force

- Assess the current status of the University's scholarly and educational strengths as well as its best opportunities for initiatives with a high potential for excellence;
- Recommend 7-10 areas of contemporary scholarship that should be the priorities for investments of new and reallocated resources, particularly the addition of faculty lines;
- Propose specific options for academic restructuring and reorganization that will promote interdisciplinary innovations, strengthen research and degree programs, increase administrative efficiency, and generate additional savings in administrative costs that can be reallocated to academic priorities.

#### Process of the Task Force

- Began meeting as a committee on August 8, 2001
- Held initial discussions of process to be followed
- Divided into subcommittees:

- one on assessment of strengths,
- one on academic restructuring
- Reconvened into committee as a whole

#### Guiding Principles

1. Serve students better
2. Achieve national prominence
3. Streamline administrative structure
4. Serve multidisciplinary interests
5. Respond better to needs of Commonwealth
6. Invest in areas of current, established strength

#### Sources of Data

- Met with each Dean in the University
- Met with Center and Institute Directors
- Held three faculty forums
- Solicited input from faculty via website
- Examined variety of existing data sources
  - Office of Sponsored Project Reports
  - Variety of Published, External Rankings
  - NIH, NSF Reports
  - Internal University Reports from the decade of the 90s
  - Other universities

#### Units Potentially Eligible for Funding Within Areas of Investment

##### 1. Cardiovascular Biology:

Department of Medicine  
Graduate Center for Nutritional Sciences  
Graduate Center for Toxicology  
Graduate Center for Biomedical Engineering  
Department of Physiology  
Division of Pharmaceutical Sciences in the College of Pharmacy  
College of Agriculture  
School of Public Health  
College of Nursing

##### 2. History and Literature of the Americas:

Department of History  
Department of English  
Department of Spanish Languages and Literature

##### 3. Infectious Diseases:

Department of Microbiology, Immunology and Molecular Genetics  
Department of Biochemistry  
Division of Infectious Diseases in the Department Medicine

Oral Health Sciences Center in the College of Dentistry  
School of Biological Sciences  
College of Agriculture  
College of Nursing  
Sanders Brown Center on Aging

#### 4. Neurosciences

Basic science departments, College of Medicine:

- Anatomy and Neurobiology
- Microbiology, Immunology and Molecular Genetics
- Molecular and Biomedical Pharmacology
- Molecular and Cellular Biochemistry
- Physiology

Department of Neurology

Division of Neurosurgery in the Department of Surgery

Department of Psychiatry

Department of Ophthalmology

Department of Anesthesiology

Sanders Brown Center on Aging

School of Biological Sciences

Graduate Program in Toxicology

Department of Chemistry

Department of Psychology

Division of Pharmaceutical Sciences in the College of Pharmacy

#### 5. Pharmaceutical Sciences and Toxicology

Division of Pharmaceutical Sciences in the College of Pharmacy

Graduate Center for Toxicology

School of Biological Sciences

Department of Chemistry

#### 6. Plant Bioengineering

Department of Agronomy

Department of Plant Pathology

Department of Entomology

Department of Horticulture

Department of Animal Sciences

Department of Biosystems and Agricultural Engineering

School of Biological Sciences

#### 7. Public Policy

Martin School of Public Policy and Administration

College of Pharmacy

College of Law

College of Social Work

Department of Behavioral Science

Gatton College of Business and Economics  
Department of Educational Policy Studies and Evaluation  
Department of Natural Resources  
Department of Political Science  
Sanders-Brown Center on Aging  
College of Nursing  
School of Public Health  
College of Allied Health Professions

8. Risk-Related Behavioral Sciences

Department of Behavioral Science  
Department of Communication  
Dept. of Education and Counseling Psychology  
Department of Neurology  
Department of Pharmacology  
Department of Psychiatry  
Department of Psychology  
Department of Sociology  
Center on Drug and Alcohol Abuse  
Center for Prevention Research  
College of Nursing  
Kentucky Cancer Program  
Graduate Center for Nutritional Science  
Kentucky Injury Prevention Center in the School of Public Health  
UK Health Prevention Research Center (funded by CDC)

9. Vocal Music and Performance

School of Music

Areas of Scholarly Strength for Future Investment

Cardiovascular Biology  
History and Literatures of the Americas  
Infectious Diseases  
Neurosciences  
Pharmaceutical Sciences and Toxicology  
Plant Bioengineering  
Public Policy  
Risk-Related Behavioral Sciences  
Vocal Music and Performance

Recommendation

1. The President should consider an immediate, administrative structural change that creates one central administrative body for the academic units of the entire University.

Recommendation

2. The President should consider an evaluation of the manner in which resources, both indirect costs and space, are distributed through the Office of the Vice President for Research.

Recommendation

3. The President should consider merging the College of Architecture, the Department of Interior Design, and the Department of Landscape Architecture into a new College of Design.

Recommendation

4. The President should consider eliminating the College of Human Environmental Sciences. The Futures Committee recommends that the Department of Family Studies join the College of Social Work, that the departments of Hospitality Management and Merchandising join the Gatton College of Business, and that the Department of Nutrition and Food Science join either the College of Agriculture or a unit of the Medical Center.

Recommendation

5. The President should consider realigning departments in the College of Arts and Sciences and select other departments and colleges into three new colleges: a College of Science and Mathematics, a College of Social and Behavioral Sciences, and a College of Arts and Letters. The President should consider combining the departments of Physics and Astronomy, Chemistry, Geology, Statistics, Biological Sciences, and Mathematics to form the College of Science and Mathematics.

The President should consider combining the departments of Psychology, Geography, Political Science, Sociology, and Anthropology (from the College of Arts and Sciences), and the College of Communications (except the School of Journalism). The President should invite the faculty from the Department of Economics in the College of Business, the Department of Behavioral Science from the College of Medicine, the Departments of Rural Sociology and Agricultural Economics from the College of Agriculture, the Martin School, and the Patterson School to join the new College of Social and Behavioral Sciences.

The President should consider combining the Departments of English, History, Philosophy, English, Spanish Languages and Literature, French Languages and Literature, German Languages and Literature, Classical Languages and Literatures, the College of Fine Arts, and the School of Journalism to form the College of Arts and Letters. The multidisciplinary programs and associated budgets currently in Arts and Sciences should be examined further to determine whether these programs more appropriately belong to the College of Social and Behavioral Sciences or to the College of Arts and Letters.

Recommendation

6. The President should appoint a committee to look carefully at the location of programs now within the College of Allied Health Professions with particular attention to the potential for integrating research and clinical training programs throughout the Medical Center.

Recommendation

7. The President should appoint a committee of faculty with scholarly credentials and possibly outside consultants to examine the future of the School of Public Health. The committee should identify what, if any, specific, scholarly programs the School of Public Health might enhance and identify the resources necessary to achieve national distinction in such areas.

Recommendation

8. The President should appoint an academic Committee to revise the Administrative Regulations regarding the reporting relationships of centers and institutes.

GRADUATE PROGRAM CENTERS

Proposed Reporting Structure

Toxicology	Dean of the Graduate School
Nutritional Sciences	College of Medicine
Gerontology	Sanders Brown Center on Aging
Biomedical Engineering	College of Engineering
Martin School	Dean of the Graduate School or College of Social and Behavioral Sciences
Patterson School	Dean of the Graduate School or College of Social and Behavioral Sciences

Recommendation

9. The President should consider allowing the Graduate Program for Toxicology to remain independent and report to the Dean of the Graduate School.

Recommendation

10. The President should consider assigning administrative responsibility and the current recurring funding for the Graduate Center for Nutritional Sciences to the College of Medicine. The Program will remain an independent center.

Recommendation

11. The President should consider implementing the following recommendations designed to establish the reporting relationships of the Director of the Sanders Brown Center on Aging and clarify the reporting relationship of the Gerontology Program.

[1] The Sanders Brown Center on Aging will be housed under the umbrella of the College of Medicine. The Director of the Center will report to the Dean. The Dean is charged with maintaining the multidisciplinary nature of the research program in the Center, welcoming participation by faculty from across the University.

[2] The position of the Director of the Gerontology Program will be abolished. The Director of the Program will become Director of Graduate Studies in the Sanders Brown Center on Aging. The Director of Graduate Studies will report directly to the Director of the Sanders Brown Center on Aging.

Recommendation

12. The President should consider assigning administrative responsibility and the current recurring funding for the Graduate Center for Biomedical Engineering to the College of Engineering. The Program will remain an independent center until such time as the College launches an undergraduate program in biomedical engineering, at which time the Center will become a department.

Recommendation

13. The President should consider allowing the Patterson School to remain independent and report to the Dean of the Graduate School or become part of a new College of Social and Behavioral Sciences. The President, however, should consider the appointment of a Committee to examine the scholarly leadership that might be provided by others in the University of Kentucky community to direct the future of international studies.

Recommendation

14. The President should consider allowing the Martin School to remain independent and report to the Dean of the Graduate School or possibly report to a new College of Social and Behavioral Sciences.

Recommendation

15. The President should consider allowing the following centers to remain independent and report to the Vice President for Research:

- Appalachian Center
- Center for Applied Energy Research
- Center for Computational Sciences
- Center for Ecology, Evolution and Behavior
- Center for Membrane Sciences
- Kentucky Geological Survey
- Tracy Farmer Center for the Environment/ Water Resources Institute

Recommendation

16. The President should consider reassigning the administrative responsibility and current recurring funding to the following colleges and in some cases, maintaining the current reporting relationships described below:

- Center for Business and Economic Research to the Gatton College of Business and Economics or to a new College of Social, Behavioral, and Economic Science, if such is created

- Center for Drug and Alcohol Research to the College of Social, Behavioral, and Economic Sciences if such is created or, alternatively, to the College of Medicine
- Center for Minimally Invasive Surgery to the College of Medicine
- Center for Oral Health to the College of Dentistry
- Center for Structural Biology to the College of Medicine
- Consortium for Fossil Fuel Liquefaction Science to the College of Engineering
- Council on Aging to the Sanders Brown Center on Aging in the College of Medicine
- Gluck Equine Research Center to College of Agric.
- Interdisciplinary Human Development Institute to the College of Education
- John Jacob Niles Center for American Music to the College of Fine Arts or a new College of Arts and Letters
- Spectroscopy Center to the College of Medicine
- Prevention Center Kentucky Injury Prevention and Research Center to the School of Public Health
- Kentucky Institute for Education Research - This is an independent, non-profit unit. We make no recommendation for permanent affiliation with the University recognizing that this unit is seeking recurring funding for its needs.
- Lucille Parker Markey Cancer Center to the College of Medicine
- Magnetic Resonance and Imaging to the School of Public Health
- Sanders Brown Center on Aging to the College of Medicine
- Tobacco and Health Research Institute to the College of Agriculture

Draft: 2.25.02