



THE UNIVERSITY of TENNESSEE
KNOXVILLE, CHATTANOOGA, MARTIN, TULLAHOMA, MEMPHIS

FACULTY COUNCIL

Wednesday, October 20, 2010, 7:30 - 9:00 p. m.

A quorum of members of the Council met at Chesapeake's restaurant and discussed some of the items in the campus reports, as well as the agenda for the Thursday morning meeting. It was agreed by consensus that we would have Dr. Simek give us advice on how to work with the new president and make any additional comments that he felt appropriate.

Thursday, October 21, 2010, 7:30 - 10:15 a. m.

Room 202, Carolyn P. Brown Memorial University Center, 1502 Cumberland Avenue,
Knoxville, Tennessee

UT Faculty Council Members Present

UTC	None
UTHSC	George Cook (Chair) Richard Nollan (Faculty Senate President)
UTK	Toby Boulet (Non-voting Faculty Trustee) Joan Heminway (Faculty Senate President) India Lane
UTM	Dan McDonough Janet Rasmussen-Wilbert (Faculty Senate President)
Guests	Katie High (Interim VP for Academic Affairs and Student Success) [8:00 - 10:00] Jan Simek (Interim UT President) [8:15 - 8:45]

1. Call to Order at 8:00 a. m.

2. Minutes of Meeting 13 (June 23, 2010) were approved by consensus.

http://web.utk.edu/~utfc/docs/minutes/FC_Meeting_13%20June_23_2010.pdf

3. Discussion Led by Council Chair

George Cook welcomed everyone to the meeting and initiated discussion of three policies that are not consistent across the various campuses. These are (1) the manner in which staff are laid off, (2) the manner in which administrators are evaluated and (3) salary increases associated with promotion.

- (1) When a staff member is laid off at UTHSC, security personnel sometimes accompany that person through emptying his/her desk and leaving the premises. In June, George had spoken with Jan Simek about this and was told that there is no consistent dismissal policy for the entire UT system. Staff policies in general are general at the system level and more specific at the campus level. Should some of these policies be standardized across the system? Katie High suggested that we make a list of the policies that we would consider standardizing. Joan Heminway suggested that the system should adopt standards and the campuses should adopt principles. CPR has problems at UTK. System administration should identify the appropriate steps in that process and their order, while campuses should decide how those steps are implemented. Katie High indicated that the suggested approach would not work for all policies. For example, the Board of Trustees approves all policies associated w/ student conduct. Twenty-one policies in student affairs are currently under review. These must go to the legislature for approval. Other policies of concern can also be reviewed, and most would not have to go beyond the Board. George Cook suggested that the Council should review all system policies and consider whether any should be revised.
- (2) George Cook stated that evaluation of administrators is inconsistent at UTHSC. Although such evaluations have not been done in recent years, they are being done this year. The UTHSC Faculty Handbook mandates conducting these evaluations every year. At UTHSC and UTC, faculty do not see the results of these evaluations. UTHSC will let the person evaluated and the immediate supervisor know the results. The Faculty Senate president and someone in the Academic Affairs office will see the results of all of these evaluations.
- (3) George Cook mentioned that there is no standard for salary increases associated with promotion. Katie High stated that this could be established at each campus. Richard Nollan noted that Budget and Benefits committee has studied this for UTHSC and says a 10% increase would cost the campus about \$200,000. Because it would affect only "orange dollars," and because many faculty get a very small portion of their salary from this, 10% of that would not be much. Nollan added that Chancellor Schwab does not support standardizing this at the UTHSC because it would be an "unfunded mandate." Some deans would rather use the money for hiring more researchers (post-docs). Chancellor Schwab has this on the deans' agenda, but it remains unresolved. The College of Medicine, which comprises about 2/3 of the campus, may oppose it. These increases have been capped at \$5,000, but Nollan considers that too small for most faculty. George Cook stated that at UTHSC it is possible, although not likely, that a faculty member can be tenured as an Assistant Professor, never get a promotion, and so never get a major salary increase. In the best case there are only two possibilities for significant raises in their career at UT. The new Compensation Advisory Board will eventually consider this.

4. Discussion with Interim President (8:15 - 8:45)

Jan Simek reported on two tasks that were set for him by the Board of Trustees but that he will not have completed before the new president takes office.

- (1) Some system processes related to purchasing and capital projects need to be improved. Matt Murray had been asked to evaluate these processes and concluded that certain parts of capital programs should be held centrally. Problems have been in the front-end (planning) process and the back-end (what happens when we get the money). By order of the Board of Trustees, the former happens at the campuses. The UT System then negotiates with the program for two years to decide what the final request to the State Building Commission will be. The latter part of the process should also be at the campus level. UTHSC and UTM do this. UTKe needs to do it that way, too. The new president will have to finish this task.
- (2) How should our policies be structured so as to promote diversity? What role should the system have? It should provide best practices and hold campuses accountable for following them. Achieving diversity among the faculty is the hardest part. Among students and staff, diversity is more readily achieved at UTM and UTC. Meeting our goals may or may not require a vice president at the system level.
- (3) Joan Heminway asked about the policy on discrimination based on sexual orientation. How far can we go at the state level? Jan Simek acknowledged that the answer to that is not clear. The question is how to progress. Each campus much address this. Joan Heminway stated that although we can do anything that does not contradict the law, we have gotten resistance from the office of the General Counsel on some issues related to this. The Faculty Handbook is is not as strong on this as the faculty would like because it must be approved by the Board of Trustees. Jan Simek indicated that Board of Trustees is mindful of the political landscape and would likely reject efforts to advance a cause that could pose a threat to our support from the State. We should progress in every way we can (spousal hires, etc.) and push on the anti-discrimination statements later. Jan Simek advised us to take care of what we can and develop an internal welcoming attitude on each campus. When we have done all we can on our campuses, then we can consider going after the harder issues. The office of the General Counsel is our ally in this. It will be probably be at least two years before the hard issues can be addressed at the state level.

Jan Simek commented on the good relations that the faculty now have with the government relations staff of the UT System. He encouraged the faculty to continue that. We should have a voice in forming the message, but we should listen to the government relations staff. An upcoming major challenge will be efforts by proprietary schools to get lottery funds by having us accept their students' academic credits.

Toby Boulet asked about plans for relocation of the UT System offices. Jan Simek replied that the next president will have to address that. Simek supports moving the either the system's offices or the UTK administration's from their current location, but he had not yet found a suitable (near UTK and affordable) location.

George Cook commented on the lack of support for research at UTHSC. Jan Simek and Richard Nollan commented that Chancellor Schwab is making changes. Needed conversations between the faculty and the administration have begun. George Cook commented that development had been neglected in the past, but is now receiving more attention.

5. Discussion of Anti-discrimination Statements (9:00 - 9:15)

The discrimination statement posted by Bob Holub on the UTK Provost's web site has been removed, but has been restored at the Faculty Senate web site. Joan Heminway will contact UTK staff groups and the UTK Leadership Group for Interculturalism about this issue. Dan McDonough reported that this issue has been under discussion at UTM for the past two years. Katie High suggest that once the faculty at the various campuses take a position on this, it could be discussed by the Chancellors at their monthly meeting. George Cook commented that the Faculty Senate's must push this issue and that the UT System must hold the Chancellors accountable. Katie High stated that she expects the new president to carry on with this issue. Interim President Simek has held the Chancellors accountable via serious performance reviews. No specific measures related to diversity are in those reviews, but the issue is most likely discussed. What is the definition of diversity and what measures can be used to assess progress? To increase diversity, the issue must have visibility in our web sites, in the UT system, in departments, in academic affairs and in campus administrations. Other system-wide policies were briefly mentioned.

6. Discussion Regarding UTFc Meetings (9:15 - 9:45)

- (1) George Cook commented that our meeting time always conflicts with some activities of the Board of Trustees and asked about the appropriate frequency of the meetings. Katie High commented that there is a parallel student group of Student Government Associations of the various campuses. This group has little continuity since SGA presidents change annually. Katie High offered to arrange monthly videoconferences for the Council and to invite people whose expertise and/or authority would be relevant to the issues that the Council wishes to address. Janet Wilbert **moved** (Joan Heminway **second**) to have monthly meetings via videoconference arranged by the Vice President for Academic Affairs and Student Success. It was mentioned that the bylaws allow for any number of meetings beyond those in conjunction with Board meetings, provided that at least four members call for the meeting. The motion **passed** unanimously. The first of these meetings was set for Monday, November 29, 2010, at 4:15 p. m. Eastern Time. George Cook asked members to send him items that might be included in our agenda.
- (2) George Cook suggested that a 30-minute meeting with the UT president should be on the Council's agenda at every meeting. Katie High offered to arrange for that as often as possible. Joan Heminway **moved** (Dan McDonough **second**) that the Council ask the Vice President for Academic Affairs and Student Success to arrange for a 30-minute meeting with the UT president at each Council meeting. The motion **passed** unanimously.

7. Other Items of Discussion (9:45 - 10:15)

- (1) Katie High stated that the position announcement for the Vice President for Academic Affairs and Student Success is posted at the system's web site. She asked that

we publicize this at our campuses, including posting it on our Faculty Senate web sites.

- (2) Katie High stated that the unavailability of travel funds, which prevented most Council members' attendance at the previous Board of Trustees meeting at Martin, will, if possible, be avoided in the future. The Chancellors are supposed to pay for such travel. It was mentioned that if necessary in the future, the Council could modify its bylaws to permit holding one of its regular meetings via videoconference.
- (3) George Cook commented that at UTHSC, the UT president does not always meet with faculty during his annual visit to the campus. This is not a problem at the other campuses.
- (4) Janet Wilbert inquired about attendance by presidents-elect of the campuses' Faculty Senates. By consensus, we agreed to encourage Presidents-Elect of the campuses' Faculty Senates to attend meetings of the UT Faculty Council.
- (5) Katie High asked if the Council were familiar with the Complete College Tennessee Act of 2010 and whether we would like a presentation on it. She will send slides and is willing to present them at a future meeting of the Council.
- (6) Formula funding does not apply to UTHSC. How should non-formula units be funded? Schools in the TBR system are not happy with the new formula's emphasis on graduation rates. Janet Wilbert asked that since State funds to the campuses are decreasing, could the campuses be granted greater control of how the money is spent? Katie High responded that the system is seeking greater flexibility.
- (7) George Cook asked that members review all previous Council resolutions, which are posted at the Council web site. Katie High commented that Council resolutions directed to the UT president should be on the Council's agenda for follow-up.
- (8) Joan Heminway asked about our use of the word "campus." The Institute for Agriculture, the Institute for Public Service and others are not campuses in the traditional sense. Katie High stated that the UT system does not have a clear understanding of its use of the term "campus." Joan Heminway stated that this sometimes causes problems in faculty appeals. Does transferring tenure from "campus to campus" apply to a transfer from the Knoxville campus to UTIA, or vice versa? India Lane commented that UTIA tenure documents do not go to the Chancellor of the Knoxville Campus. As a courtesy, they go to the Provost of the Knoxville campus. But since UTIA has no Provost and no Faculty Senate, their faculty use the UTK Faculty Senate's Appeals Committee, which reports to the UTK Provost.
- (9) Joan Heminway asked about use of the framework for discontinuance (aka the PRRR process) on the various campuses. Except for UTK, no campus has had occasion to use the PRRR process. UTK is using it for the majors in Russian and Italian. If campus administrations are not vigilant, deans may try to eliminate programs by starving them of resources, which could effectively circumvent the required PRRR process. The process is deficient in that it does not require the proposed to give a reason for the proposed discontinuation. Another problem with the policy is that it re-

quires that the Provost's office re-issue the proposal, which makes them appear to be a proponent, rather than simply an arbiter.

- (10) Janet Wilbert suggested two items for the agenda at our next meeting. (a) Faculty do not see reports on evaluation of administrators. (b) Changes in standards/practices, requested by the athletics department at UTM, regarding academic continuation and academic probation for athletes.

8. Adjournment at 10:15 a. m.

ADDENDUM: Campus Reports for October, 2010

UT Chattanooga

Reported by Victoria Steinberg

UTC reports record enrollment again, for Fall 2010 with total enrollment of 10,781 for fall semester 2010 at UTC, up 2.4 percent from 2009. The new freshman class holds 1,948 students, down from 2009 when 2,209 new freshmen were enrolled. The 2010 class of new students posted a mean GPA of 3.31 and a mean ACT of 22.8. Freshman retention rate jumped to 66 percent this fall, up from 60 percent in fall 2008. This marks the highest retention rate realized in five years. Additionally, the UTC six-year graduation rate rose three points to 42 percent. January 2011 will mark the beginning of celebration at UTC of our 125th anniversary. Our final campus note regards our SACS visit in April. In anticipation, we will submit our Quality Enhancement Plan in January 2011 for which we are holding ongoing meetings with departments across the university.

Faculty Senate initiatives for this fall include a reexamination of General Education as university outcomes, including questions of curricular integration and its consequences, its implementation and its oversight. Faculty Senate is also reviewing its committees, their structures, mandates and articulation with standing university committees and administrators. In light of these changes and the integration of our QEP plan, Faculty Senate will soon begin re-evaluation of Faculty Roles and Rewards. A consolidation of system and university policies onto a centralized website will facilitate the systematic revision of the Faculty Handbook over the course of the next two years.

UT Health Sciences Center

Reported by Richard Nollan

UTHSC Chancellor Search

Steve Schwab, M.D. was appointed UTHSC Chancellor by the Board of Trustees in April 2010.

Employee Layoffs

In August, 33 UTHSC staff members were laid off across campus. The majority of those let go were in the College of Medicine and in the administration. Telehealth was closed down completely.

College of Medicine Curriculum Revision

Following a critical accreditation review, the College of Medicine is making extensive revisions to the medical curriculum that will take effect in 2011 and 2012. M1 and M2 classes in Knoxville are being considered.

Faculty Senate

The Faculty Senate is working on creating a UTHSC Faculty Evaluation Manual, which is composed of Appendix J of the old faculty handbook. The purpose of extracting the manual is to facilitate future changes to the manual without Board of Trustee review and approval. The manual is currently under review by a committee with representatives of all the colleges and the Faculty Senate. When it is completed, it will have to be reviewed with OGC approval by the Board of Trustees before it can be implemented.

The Faculty Senate is promoting a policy proposal that would require that all faculty members, who are awarded a promotion in rank, receive a 10% salary increase of the orange dollar portion of their salary. This proposal is precipitated by past years when no salary increase was given to promoted faculty members, and by the lack of salary increases in recent years.

Searches

There are searches in various stages underway for Executive Dean of the College of Medicine, Vice Chancellor for Research, and Vice Chancellor for Development.

New Buildings on the UTHSC Campus

The Regional Biocontainment Laboratory began operations during the week of September 27th and is directed by Gerald I. Byrne, Ph.D. The College of Pharmacy building is nearing completion and is expected to open this year. The \$4 million expected for the demolition of old buildings did not materialize.

Information Technology Services Changes

All IT systems Memphis, Chattanooga, and Knoxville were reviewed by an outside consulting firm (WTC). The report containing the consultant's assessment of IT in the system and the guide for the CIO's position is due later this year.

UT Knoxville (UTK/UTIA/UTSI)

Reported by Joan Heminway

UT Presidential Search

One UTK faculty member, Matt Murray (Professor, Department of Economics) serves on the Presidential Search Committee. I represent the UTK faculty on the Presidential Search Advisory Council. The Presidential Search Advisory Council also includes one UTIA faculty member, Claudia Kirk (Professor, Medicine & Nutrition), a UTK student, and a UTK admin-

trative staff member. Each of us has tried to be present for everything that we can manage over the past few weeks. We hope that the questions we asked at the public forums reflect some of the common concerns of our faculties. I have enjoyed meeting and working with your colleagues.

UTK VOL Vision Campus Planning Process Update

Provost Susan Martin's VOL Vision campus planning initiative (<http://www.utk.edu/strategic-planning>), coordinated by Vice Provost for Faculty Affairs Sarah Gardial, me, and my fellow faculty members Ed Cortez (Professor and Director, School of Information Sciences) and Dixie Thompson (Professor and Department Head, Department of Exercise, Sport & Leisure Studies), is in its second and final phase this fall. Output on the initial draft plan from the spring campus discussion groups was consolidated and presented to Chancellor Jimmy Cheek, Provost Martin, and the outside consultant retained for the project in May 2010. The consultant refashioned the plan into a new draft by including this output and integrating objectives, strategies, tactics, and metrics from the Top 25 initiative (discussed below). A campus vetting process for the refashioned plan was undertaken in the fall semester, and the plan is currently in a redrafting phase. The implementation phase (consisting of identifying and commencing work on initiatives and metrics) is about to begin.

UTK Top 25 Initiative Update

As you may recall, the gap analysis report prepared by Chancellor Cheek's Top 25 Task Force (comparing and contrasting attributes of UTK with those of top 25 public universities) was presented to the UT Board of Trustees in June. As you may recall, this Task Force was created to respond to Governor Bredesen's challenge to make UTK a Top 25 public university. The Office of the Provost forwarded recommendations for change from the Task Force report to the outside consultant retained by the Provost's Office to work on the UTK VOL Vision campus plan. The Top 25 task Force is continuing to work on an implementation plan.

UTK Athletics Update

Again, as most of you know, in June, the UT Board of Trustees voted to transfer administration of the UTK men's and women's athletics programs from the UT system to the UTK campus. Accordingly, the UTK athletics function now reports to the UTK Chancellor. Campus administration and the UTK Faculty Senate are still working out the details related to faculty governance over athletics under the new administrative structure over the coming academic year. This involves (among other things) a small change to the Faculty Senate Bylaws that we expect to put before the Executive Council and the full Senate in November.

UT Compensation Advisory Board Update

UTK campus representative Toby Boulet (Associate Professor, Department of Mechanical, Aerospace & Biomedical Engineering) is our representative on the UT Compensation Advisory Board. We are eager to hear how they are doing in setting up compensation policies for UT that (among other things) may enable our lowest paid employees to afford our new health insurance plan.

UTK Faculty Senate Update

In August, I did a brief presentation to new faculty at our new faculty orientation and hosted and spoke at our 2010 faculty Senate Retreat. I also made a “state of the faculty” presentation at a campus all-faculty meeting hosted by Chancellor Cheek in September 2010.

I dedicated the retreat and the academic year in the Faculty Senate to a “Focus on Faculty.” Although this may seem to be an obvious and uninspired theme, it is an important time for faculty to focus on themselves as key components of the campus, the University, and the higher education system in and outside Tennessee. Within this focus, I am particularly concerned about two things: faculty appreciation and faculty representation in campus governance. Faculty members are underappreciated citizens on our campuses, and the UTK Faculty Senate has lost some of its representative character and force in recent years. With a little bit of attention (including new ways of promoting the value of faculty on campus and a new communication plan for the UTK Faculty Senate), I am reasonably confident that we can help keep UTK faculty members focused and happy and promote better engagement by UTK faculty in and with campus governance.

We have a new program on the UTK campus, 946-CARE (<http://hr.utk.edu/care>), geared to assist distressed faculty.

The Faculty Senate is engaged in two program discontinuance reviews this year (<http://provost.utk.edu/discontinuance>), one for the Russian major and one for the Italian major. Toby Boulet is serving as my designee under our campus framework. We have met with members of the affected faculties, the Provost’s office, and the office of the Dean of the College of Arts & Sciences. The matter now resides in the Provost’s and Dean’s offices. If either the Provost or the Dean recommends further consideration of either program discontinuance proposal, the faculty in the program may object in writing. The Provost then convenes and consults with an appropriate committee of faculty from the affected college.

At its meeting on Monday, the Faculty Senate approved (after a lengthy, rich deliberative process) a new, interdisciplinary Ph.D. program in Energy Science and Engineering to be housed within the Center for Interdisciplinary Research and Graduate Education. This new center brings together resources at UTK and Oak Ridge National Laboratory.

Although I have not compiled a complete list of campus high-level searches, I will note that we are in the market for a Vice Chancellor for Research (who may or may not also assume the outreach/engagement activities of the predecessor Vice Chancellor, Brad Fenwick) and, with the announcement (formally today) of Bruce Bursten’s resignation as Dean of the College of Arts & Sciences, we’ll need to engage in a search for his successor as well.

Dean and department head evaluations went online this fall. We also are implementing online faculty teaching evaluations and online annual faculty evaluations on a pilot basis. Important upcoming changes at UTK include a new timetable for classes (to be implemented in fall 2011) and possible revisions to our cumulative performance (post-tenure) review process (through our Faculty Affairs Committee).

UT Martin

Reported by Dan McDonough and Janet Wilbert

We are off to a running start in the 2010-11 academic year, with a record enrollment of 8469 students. Freshmen enrollment is also up, so things look good in this regard on our campus.

The status of our campus looks pretty good and faculty are generally satisfied that we have been consulted and included in the preparations for life after the stimulus. The President of the Faculty Senate continues to be a part of the Chancellor's Cabinet and the Vice President of the Faculty Senate continues on the Academic Council, both important bodies in the determination of financial decisions (I also sit on the Academic Council, but by virtue of my role as Honors Director, not as the Faculty Representative to the UT Council). The Executive Committee of the Faculty Senate has also had input into decisions on post-stimulus funding. We are pleased to report that there are no layoffs planned on the Martin campus for July 2011 beyond the ARRA hires who were hired with a full understanding that these positions were funded with ARRA funds and would be eliminated in June 2011. The tuition increase approved by the Board of Trustees in June 2010 has allowed us to make permanent seven of the stimulus hires which would have been eliminated without a tuition increase. We have also been able to utilize the tuition increase to create four new faculty lines to help accommodate increased enrollment. With no program terminations and no layoffs of full-time faculty beyond the above mentioned stimulus hires, we feel that, as it stands now, the Martin campus will emerge in pretty good shape.

There is however, a general consensus and concern among the faculty that tuition can not continue to rise as it has over the past few years without a negative impact upon the university and its mission. Thus, a motion was raised in the Faculty Senate "to hold a series of public, university-wide hearings to explore the causes, impact, and possible solutions to the problems of declining state appropriations for higher education and rising student tuition and fees; to invite to these meetings our state representatives, our state officers, and our federal representatives; to hear the direct testimony of our students and their parents on the impact of rising tuition and fees; to produce a written report summarizing our findings; and to bring this resolution to the Tennessee University Faculty Senates (TUFS) and urge that all TUFS members pursue similar programs in their respective institutions." This motion received considerable debate upon the floor of the Senate before failing by a margin of 18-12 with 8 abstentions. It should be noted that a major reason for the defeat of the motion appeared to be that it came directly from the floor, rather than taking the traditional route of being presented to the Budget and Economic Concerns Committee for consideration and then, if approved, presented to the full Senate. A motion to commit this motion to the said committee was passed by a large margin in a voice vote.

Another reason that some opposed the motion was a distrust of the motives of TUFS, a feeling that was expressed by some in both the Senate and Executive Committee while considering the six motions circulated by TUFS to the respective Senates for their approval. Some question whether TUFS is assuming too much authority in speaking for the various faculties around the state. It was also pointed out that some of these resolutions appear to violate the TUFS constitution. While the UT-Martin faculty continues its commitment to TUFS, there is some concern on these issues.

In considering the new funding guidelines outlined by the state, UT-Martin is making quality education our focus. Of course, this represents no new direction, as our campus has al-

ways seen undergraduate education as our primary focus. We are now committing ourselves to increased efforts to further improve the quality of our programs and to retain and graduate a higher percentage of our students.

Related to an increased quality of programs is an intensification of our efforts to publicize the strengths of the various programs, particularly the academic units, of the university. Following a STAMATS evaluation of the campus, we are beginning the implementation of a new campus-wide marketing plan, which will include a redesign of the university website, highlighting campus success stories and defining a campus “mark” to more prominently identify the university.