



# THE UNIVERSITY of TENNESSEE

KNOXVILLE, CHATTANOOGA, MARTIN, TULLAHOMA, MEMPHIS

## FACULTY COUNCIL

### MINUTES – MEETING 10

**Monday June 15, 2009, University Center, Room 221, UT Knoxville**

#### **UT Faculty Council Members Present:**

UTC: Pedro Campa

UTHSC: Parker Suttle

UTK: Beauvais Lyons (Chair), John Nolt

UTM: Dan McDonough

Trustees: Verbie Prevost, Karen Johnson

Ex Officio: Acting President; Jan Simek, Vice-President: Bonnie Yegidis

**UT Faculty Council Members Absent:** George Cook, Kathy Evans, Lyn Miles (Note: Kathy Evans and Lyn Miles were able to join the Council for dinner that evening and to attend the Board of Trustees Meeting)

**Others Present:** Jenna Wright (UTM incoming Senate President), , Todd Diacon (Vice-Provost for Academic Operations), Sarah Gardial (UTK Vice-Provost for Faculty Affairs), Susan Martin (UTK Provost), Phil Oldham (UTC Provost), Toby Boulet (UTK incoming Faculty Senate President).

**Quorum:** yes

#### **1. (1:05pm) Call to Order**

#### **2. Approval of the Minutes of Meeting 9 (May 6-7, 2009)**

John Nolt flagged the correction of JIMS to JIAMS. Minutes approved as amended.

#### **3. Report from Council Chair:**

Beauvais Lyons noted the changes in Council membership with the election of new Faculty Senate Presidents, and thanked John Nolt, Kathy Evans for their service this year. He thanked Lyn Miles for her service as chair of the Council the past two years, and expressed hope that a new campus representative from UTC would be in place for the Meeting 11 in October. He welcomed Jenna Wright, the new Senate President at UT Martin, Parker Suttle the new Senate President at the Health Science Center, and Toby Boulet, the new Senate President at UTK, and thanked each of them for attending. He congratulated Karen Johnson as the new non-voting Faculty Trustee (pending final approval by Governor Bredesen), and Verbie Prevost as the new

voting Trustee and thanked John Schommer for his service as Faculty Trustee this past year. He expressed hope that the Council can serve as a resource for faculty leaders to share their experiences and help to foster shared governance on each campus, and work with system-level administrators in addressing system-wide policies and concerns. He also thanked Jan Simek for taking some time from his schedule to join the first part of the meeting.

#### **4. Election of New Officers:**

No member of the Council volunteered to serve as Secretary. Beauvais indicated that he will compile the minutes and tend to the Faculty Council web site. Dan McDonough agreed to serve as the Task Force Coordinator and was elected by consensus.

#### **5. Campus Reports:**

##### **The University of Tennessee, Chattanooga, Submitted by Pedro F. Campa**

The most pressing issue for this faculty in the coming academic year is the possible discontinuance of academic programs. The UTC Faculty Senate approved a process, which consists of several steps for examining low producing programs according to the infamous THEC list. At this point we are not sure when this process will begin at UTC and when the final recommendations will be implemented. A campus-wide committee, chaired by the Provost, has met several times and has made recommendations to the Provost. A partial freeze has been imposed on hiring, even though this fall we will have one of the largest freshman classes in our history.

The UTC faculty leadership has made very clear that administrative cuts at the UT system level must be affected before any academic programs are cut. At the board meeting in June, we will see how serious UT is about administrative cuts. For the time being, as the chancellor has explained, we have a reprieve, albeit temporarily.

The remodeling of Grote Hall is going slowly, and the chemistry and biology faculties and their labs continue to operate in temporary quarters. The news that our new library will not be funded this year is another blow to the morale of the campus.

A serious issue that threatens our academic integrity is the possible cancellation of graduate programs at UTC. All of this has to do with a future reorganization of Higher Education in the State of Tennessee. If this is to happen, we do not really know how UTC will be featured in the new organization and whether we will discontinue graduate programs. Would we continue to be a part of UT or, would we be grouped with smaller TBR institutions? It seems that the possible combinations are endless.

In the midst of these uncertainties, UTC is preparing for the forthcoming SACS accreditation visit.

##### **The University of Tennessee Health Science Center**

No report submitted in advance of the meeting. Karen Johnson expressed concern whether some of the program restructuring proposed at UTHSC is being done in conjunction with board policy, particularly regarding program mergers. Parker said that about the culture at UT Health Science Center could benefit from more involvement of faculty representatives in the decision-making process. As examples they mentioned a program reorganization and the rewriting of the campus mission statement.

## **The University of Tennessee, Knoxville, Submitted by John Nolt**

The UTK Senate has not met since April 20. A number of issues, however, continue to be of concern. Chief among these is the potential loss or restructuring of academic programs at the Knoxville campus in preparation for the loss of stimulus funds that will occur two years hence. The Senate in conjunction with the Provost's office developed over the past year policies for Program Review, Reallocation and Reduction. These policies are designed to ensure that faculty are notified of potential program eliminations or restructuring from the beginning and that their concerns are heard throughout the process. We expect that the policies will be used over the next two years, and the Senate will need to carefully monitor their implementation.

Members of Senate's Executive Committee met on June 5 with Chancellor Cheek and Linda Hendricks regarding the proposed system-wide reorganization of Human Resources (HR). The System's plan is to re-organize HR into two regional offices, one for East Tennessee and one for West. This will involve a large-scale reorganization of HR.

The UTK Senate agreed last year to adopt a suggestion by (former) Provost Bob Holub to replace the three part-time faculty ombudspersons with a single salaried full-time professional. This person would also serve staff in addition to faculty. A search was begun last fall and an offer proposed to one of the candidates, but Chancellor Cheek refused to approve the offer on the ground that it was too costly. In subsequent discussions over the last month or so with the Chancellor, it has been decided to renew the search as an internal search.

Over the past year we saw an increase in Cumulative Performance Review (CPR) cases. CPR is triggered when faculty receive poor performance reviews over a period of five years. One possible outcome is termination of tenure. At least two of these tenure termination cases are still active in the Faculty Senate Appeals Committee.

John Nolt has been appointed by Interim President Simek to the joint TBR/UT Task Force on Higher Education, which is an effort of the two systems to shape the state-wide discussion on the restructuring of higher education. That task force has met twice, on May 13 and June 8.

The May 13 meeting was largely organizational. The task force was charged by Chancellor Manning and President Simek to examine the role and missions of the two systems and produce a report on areas of collaboration, distinctiveness, redundancy, lack of coverage, etc. The task force will not make reorganization recommendations but will develop data and concerns that can serve as input to a possible reorganization. I emphasized the importance of keeping student needs foremost and also the benefits of collaboration with respect to faculty and student exchanges, library resources, etc.

At the June 8 meeting it was announced that the task force now has a website at <http://tinyurl.com/pooawh>. It contains the Task Force's minutes and reports relevant to its work. The task force also resolved to create a matrix of quantitative and qualitative factors for comparing academic programs across the state. Subcommittees were formed that will write essays for the final report on the following topics: Roles and missions of the two systems of higher ed and statewide needs for higher ed; existing collaborations and possibilities of collaboration among UT/TBR schools; implementation of the matrix of qualitative and quantitative factors for programs and the working assumptions

embodied in them; undergrad programming; and graduate programming. There was spirited discussion of whether we should focus on grad or undergrad programming first, which ended in the conclusion that we need to pursue both simultaneously.

Toby Boulet will replace John Nolt as President of the Senate on July 1. Joan Heminway will become President-Elect.

### **The University of Tennessee, Martin, Submitted by Daniel McDonough**

The summer is off to a good start in Martin. Since our last meeting in Nashville in May, we graduated one of our largest classes with 622 students. In May, we held the first Maymester, in which over 500 students took three-week intersession courses. Though the enrollment for Summer session has again decreased, Summer session, in combination with Maymester, has produced an enrollment increase of 5-6% over Summer 2008, a number which could be higher depending upon enrollment in the second session. In Summer 2009, the second (July) session of the Summer term will be largely on-line, one of the cost-saving measures taken in response to the budgetary crisis. Currently, we have two Governors Schools (Agricultural Sciences and Humanities) on campus, with approximately 115 students taking courses through June. While the Governor's Schools have made adjustments to their programs due to the current budgetary difficulties, Dr. Jerald Ogg, VCAA and Director of the Governor's School for the Humanities, reports that both programs are going well this year.

With regard to the role of faculty in changes to academic programs and administrative structure, Beauvais Lyons restated the recommendation #2 from Meeting 9 in May that: "Each campus should uphold the principles of shared governance so that there are clear and appropriate procedures for review of academic programs for elimination, reorganization, merger or consolidation. These processes should be consistent with the Faculty Handbook on each campus, must be transparent with a workable timetable, must include participation by Faculty Senates, and have adequate notice to faculty impacted."

President Simek noted that he has communicated this recommendation to the Chancellors on each campus. President Simek stressed the need for campus to develop processes that are clear and transparent. If the faculty leadership is not engaged in the process, they risk abdicating decision-making to the campus administration. At the same time, he indicated that he is pushing campus leadership to honor the principles of shared governance.

John Nolt talked about how the proposed closure of the Audiology and Speech Pathology Program at UTK led to the formation of the Program Review, Reallocation, and Reduction Task Force focused on developing processes and criteria for program closures. Nolt talked about the composition of the task force, which principally had faculty representatives and its charge "To advise and consult with central administration on methods for considering terminations of academic programs in the context of budget reduction." The definition of what is a program was central to the work of the task force. By March they realized that it did not address program reorganizations, so they produced a second document. The two documents were later combined into a single document, which is posted on the "reports" section of the UTFc website.

There was some discussion regarding how regularized academic program reviews are used as one component of the process. President Simek talked about the current legislative struggle and

his anticipation that in the end, capital projects will be funded for next year. Regarding higher education reorganization, as a result of the new UT-TBR task force, it appears the legislature has backed off from immediate reorganization, and that there will be regularized review of the overall structure of higher education (UT, TBR, THEC) in the future. He anticipates the task force will be able to develop an inventory of programs across the state and a better set of assessment tools, including numbers of majors, graduation rates, graduate placement, etc.

## **6. Articulation Agreements for General Education.**

Provosts from UTC, UTK and UTM were invited to participate in this conversation. Susan Martin from UTK and Phil Oldham from UTC were able to attend the discussion. Several documents were prepared, including a “Proposal to Accept General Education from TBR and UT System Universities” prepared for UTK, a document comparing the “General Education requirement for UTC, UTK and UTM”, and a copy of “House Bill Number 4069” requiring better articulation between TBR and UT degree programs. Our goal is to revise undergraduate catalogues this upcoming year to comply with this bill for implementation beginning in the fall of 2010.

Bonnie Yegidis presented a context for the work that needs to be done to comply with House Bill Number 4069 and fulfilling our obligations to college students in the state. She said that there was an effort to make sure students can transfer to another state university with the receiving institution accepting their general education coursework. The goal is to make sure students can transfer in two years and graduate in four years.

Todd Diacon credited UTM with being ahead of the other UT campuses, and that they have a transfer policy that accepts General Education coursework from other UT and TBR universities. He discussed the document that has been prepared for the UTK Undergraduate Council. Among the issues discussed were (1) how TBR general education requirements differ through their requirement of two semesters of US History, (2) the need for better coordination and communication of degree requirements in programs with large majors such as business, psychology and communications, (3) the issue of how the Banner student information system may work with these transfer policies, and (4) ways that progression requirements and switching majors will extend time to graduation regardless of the completed transferability of general education coursework.

Bonnie Yegidis cited a study showing that students who have completed associate degrees in TBR community colleges who transfer do as well or better than the general student population. A link to this document will be posted in the “reports” section of the UTFC website. Todd Diacon stressed the importance of community colleges in providing affordable access for many students.

Faculty Senates at UTK and UTC will take up this issue for action in the fall.

Bonnie Yegidis also noted that admission requirements for the fall of 2013 will need to be revised to reflect the newly implemented (national standard) high school requirements which include four years of mathematics. Beauvais Lyons asked the Provosts and the campus admission offices to help push these changes through in conjunction with this projected date.

## **7. Development and Training of Department Heads/Directors.**

Prior to the meeting, Council members received a link on the “reports” section of the UTFC website with a pdf of an article by UTK Vice-Provost for Academic Operations Todd Diacon from *The Chronicle for Higher Education* about the challenges of being a department head. UTK Vice-Provost for Faculty Affairs Sarah Gardial joined the meeting to share copies of a Department Head Procedural Manual developed in 2006 at UTK and her efforts in developing administrative leadership skills for deans, directors and department heads.

Pedro Campa expressed concern regarding the definitions of “heads” and “chairs”, indicating that the former is more hierarchical and the later based principally on election by the faculty. While heads are the norm across the UT system, Susan Martin stated that heads are faculty members themselves, are often recruited from the ranks of the faculty, and at UTK have a five-year appointment cycle that involves annual evaluation and a reappointment vote by the faculty.

Karen Johnson and Parker Suttle said that at the UTHSC the unit leaders have the title of “chair”, but act essentially as heads. They also said that the UTHSC Faculty Senate was charged with implementing administrative evaluations, but they were not always conducted.

Sarah Gardial talked about how department heads have increasingly more responsibility in the day-to-day operations of the university, and how they play a critical role in creating a positive academic culture. In addition to creating a Department Head Procedural Manual, she is working to implement peer-to-peer mentoring and workshops that take advantage of the skills of proven unit leaders to address issues such as fiscal management, annual evaluations, mentoring, etc.

Pedro Campa stated that as a long-time chair of their Appeals Committee he has witnessed numerous appeals that resulted from poor leadership by department heads, and that they were almost never relieved of their administrative duties. Toby Boulet, who has chaired the Appeals Committee at UTK, agreed and noted that some case studies presenting bad administrative actions would be useful for future workshops.

Beauvais Lyons stressed how a shift to five-year terms for department heads resulted from a study initiated by the UTK Faculty Senate seven years ago, and how it informed the Faculty Handbook revised in 2003-2004. He also indicated that he believed that in most cases internal appointments can foster greater communication and collaboration between faculty and their department heads as (1) heads anticipate returning to a faculty role in the future and (2) more faculty appreciate the challenges of leadership and are more likely to serve in this capacity. UT Martin and UT Health Science Center agreed that they would review their Faculty Handbooks and/or campus policies to consider some form or reappointment review cycle for department heads.

There was some discussion of initiatives to help identify and mentor faculty for future administrative duties, including the Bryn Mawr Academic Leadership Program and the SEC Academic leadership Development Program. Both Provosts agreed that these initiatives can give campuses control in cultivating diversity in department heads.

Phil Oldham noted that there is often a very limited pool of qualified candidates for administrative positions when conducting external searches, and that we are best served by fostering leadership from within. He talked about the challenges of matching heads to the culture of their program, and that one size does not fit all. He also said that a rotating head system can only work when there are enough full professors and adequate support staff for the department. He stated that this year he is planning to bring in a consultant to assist with leadership development and training for department heads.

## **8. Other Matters of Concern**

John Nolt sought input from the Council for the Task Force on Higher Education on which he is serving. He indicated that they have held two meetings by teleconference, one in May and one in June, and that they have a meeting in Nashville in July. This summer they are working to collect documents, identify duplicate programs, areas of distinctiveness, etc. A link to the web site has been added to the “resources” section of the UTFEC web site. Bonnie Yegidis, who is the co-chair of the Task Force, said that she expected there will be a more complete set of metrics to evaluate academic programs in the state than THEC’s number of graduates annually, and expects this will include student to faculty ratios, service to general education, and other measures.

**9. Adjournment** at 4:25pm by consensus.

## **INFORMATION ITEMS:**

### **New Faculty Senate Presidents and Incoming Members of the UT Faculty Council are:**

UTHSC: Dale Parker Suttle ([psuttle@utm.edu](mailto:psuttle@utm.edu)) replaces Karen Johnson

UTK: Toby Boulet ([boulet@utk.edu](mailto:boulet@utk.edu)) replaces John Nolt

UTM: Jenna Wright ([jwright@utm.edu](mailto:jwright@utm.edu)) replaces Kathy Evans

Verbie Prevost from UTC will be the new (voting) Trustee replacing John Schommer

Karen Johnson from UTHS is the new (non-voting) Faculty Trustee

### **Next Meeting:**

Meeting 11: Thursday October 8 (BOT October 8-9, 2009 in Knoxville). Beauvais Lyons will work with Bonnie Yegidis to try to hold the Council meeting on the morning of October 8<sup>th</sup>, with the Academic Affairs and Student Success meeting to be held that afternoon. The hope is that members of the Council can arrive the evening of Wednesday, October 7 for dinner.