



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

**MEETING 3 - MINUTES**

**September 5, 2007**

**Andy Holt Tower Boardroom, UT Knoxville, Knoxville, Tennessee**

**Members Present:**

UTK David Patterson, Beauvais Lyons  
UTC H. Lyn Miles, Gavin Townsend  
UTM Nancy Warren, Elaine Harriss  
UTHSC Peg Hartig  
UT system John Petersen, Bob Levy  
Quorum? Yes

**Members Not Present:**

UTHSC George Cook  
Trustees Larry Pfeffer, John Schommer, Desiree Kennedy

**Others Present:** None

**1. CALL TO ORDER**

The meeting was called to order by Chair Lyn Miles at 12:00 noon.

**2. APPROVAL OF THE AGENDA**

The agenda for the meeting was approved by acclimation.

**3. APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING**

Gavin Townsend moved, Elaine Harriss, seconded. Minutes approved unanimously by voice vote.

**4. ADOPTION OF THE UTFC BYLAWS**

Peg Hartig moved, Elaine Harriss, seconded. The University of Tennessee Faculty Council Bylaws were unanimously approved by voice vote.

**5. ANNOUNCEMENT OF OFFICERS & TASK FORCES**

Lyn Miles announced that she was elected as Chair of the Council at the last meeting. At that meeting she also appointed Beauvais Lyons to serve as Task Force officer, and he accepted.

Beauvais Lyons distributed copies of a memo sent from Lyons on behalf of the Council to all system-level Vice Presidents regarding the Council's Charter-based mandate to be informed of and serve on task forces (letter attached). Lyons received responses from Robert Levy, Butch

Peccollo and Henry Nemcik, and will be meeting with Nemcik soon. Lyn Miles asked Robert Levy how task forces are created and staffed. Robert Levy expressed concern that such appointments, when made, often go through the campus Chancellors and are not directly referred to the Council. Levy proposed at least one task force that should have faculty representation and suggested that Beaveau Lyons re-contact all Vice Presidents who did not respond. Lyn Miles reiterated the importance of Faculty Council representation on task forces because the faculty input would be valuable but also because it is part of the Council mission as prescribed by the Charter.

## **6. OLD BUSINESS**

### **A. Meeting 2: Recommendations 1 List Serve**

The members discussed Recommendation 1 about the need to have a moderate list serve on each campus moderated by faculty without filtering by the University administration. John Petersen stated that he agrees with the recommendation, but does not wish to micro-manage campuses and thus leaves that decision to each Chancellor and campus. Peg Hartig reported that there were some improvements in the list-server communications from the faculty Senate to faculty at UTHSC.

### **B. Meeting 2: Recommendation 2 Ombudsperson**

The members discussed each campus having an ombudsperson or mediator who advocates for fairness and due process. John Petersen replied that he agrees with the recommendation, but does not wish to micro-manage campuses and thus leaves that decision to each Chancellor and campus.

### **C. Meeting 2: Recommendation 3 Communication**

The members discussed Recommendation 3 regarding the need for improved communication between the UT system and faculty in terms of its style, content, and frequency. The members agreed that email from the President to the faculty should be a direct email and not sent through other channels. Robert Levy explained that this was not technically possible at this time.

### **D. Meeting 2: Recommendation 5 Email**

The members discussed Recommendation 5 regarding the centralization of the system's email versus the need for campus autonomy. John Petersen distinguished academic Information Technology (student information system, distance education via UT Online) from administrative functions (payroll, benefits, etc.). He discussed a recently received IT report that concludes that the IT problems are due to its leadership. David Paterson asked for the report to be distributed. John Petersen said he met with UTK Chancellor Loren Crabtree and plans to compare with him the system-initiated and campus-initiated IT reports and work to address the problems.

### **E. Meeting 2: Recommendation 6 Cost of Living Raise**

The members discussed Recommendation 6 regarding 3% cost of living raises for faculty and staff. John Petersen stated that he was pleased that appropriations from the state made a 3% across the board raise possible this year, but is concerned if there is not a merit pool each year that we will lose some of our most productive faculty.

#### **F. Meeting 2: Recommendation 7 Minimum Raise**

The members discussed Recommendation 7 regarding all full-time UT faculty and staff receiving a minimum raise of \$1,000. John Petersen stated that this level of across the board raises cannot be a standing rate for raises, but that when possible, an effort should be made to increase salaries of the lowest paid staff.

#### **G. Meeting 2: Recommendation 11 Payroll Deduction**

The discussion of Recommendation 11 regarding means for payroll deduction within the UT system was postponed to the next meeting.

#### **H. UT Board of Trustees Faculty Representative.**

Lyn Miles raised the issue of the anticipated vacancy of Desiree Kennedy as faculty representative on the UT Board of Trustees. Robert Levy reported that numerous efforts had been made by faculty and administration to communicate with Kennedy, who has taken a one-year leave of absence to teach at another institution. Miles said she would attempt to contact Desiree Kennedy to determine her trustee status and future plans.

### **7. NEW BUSINESS**

#### **A. Proposed System Unit Survey**

Lyn Miles stated that she will be distributing via email a survey for Council campus representatives regarding basic information that might be relevant to better understanding each campus, its role within the system, and for sharing ideas.

#### **B. UT System Sponsored Project Funding**

John Petersen distributed data showing UT system sponsored projects for 2005, 2006, and 2007 (as of July 20). He also presented data showing the geographic distribution of undergraduate in-state students by county for UTC, UTK, and UTM as well as the combined system (attached). Petersen pointed out the relative contribution of each campus emphasizing the larger contributions of UTK and UTHSC versus UTC.

#### **C. UT System Structure**

##### **1) "Mission Statement" Memo**

John Petersen raised the issue of his August 9, 2007 memo to the UT Vice Presidents, Chancellors, Deans, Directors, and Department Heads regarding the UT system's mission and organization. He explained that the memo was designed with the legislators in mind. Lyn Miles expressed concern about the lack of campus input into the mission statement; the relative role of scholarship and creative activity and research and economic development; the tone of the memo; the lack of distribution to the full faculty; and other issues. John Petersen stated that the memo may not have been accurately labeled as a "mission statement." He said that the focus of the memo was to emphasize "deliverables" of higher education and its role in economic development for the state legislature. David Patterson expressed concern regarding the memo in relation to campus administrators. Elaine Harriss expressed concern that economic development tended to trump scholarship and creative activity. David

Patterson expressed concern regarding the major emphasis on science and technology at the expense of other academic areas.

John Petersen explained that he is responsible for the Oak Ridge National Laboratory, UTK Athletics, and other units that report directly to him, but that Chancellors are responsible for units that report to them. Gavin Townsend asked if the system is interested in developing a real mission statement? John Petersen indicated his willingness to reconsider a new mission statement written with faculty input.

## **2) Cherokee Campus & UTK Athletics**

David Patterson pointed out the UT Board of Trustees's October 5, 2001 resolution that granted authority for the Cherokee Campus to UTK and that the UTK Faculty Handbook empowered faculty to have a voice in the nature of facilities. John Petersen said that since that time the terms of authority had changed and that much of the land from the agriculture campus was originally part of the Athletic Department before it was pooled, implying that it could appropriately come under system control through UTK Athletics which reports directly to the system. Lyn Miles asked John Petersen to clarify why UTK Athletics should report directly to the UT system and not to UTK. John Petersen and Robert Levy both said that it was because of "historic" reasons based on UT Board of Trustees' actions in the late 1960s under UT President Ed Bolling.

Lyn Miles asked if those historic conditions that made the management of athletics at UTK problematic were removed and UTK were deemed to be totally able to manage its own athletics, would UTK athletics be returned to UTK? John Petersen replied, no. Lyn Miles also questioned why historical justifications were given for issues such as UTK Athletics being located with the UT system, and were rejected by the system regarding other issues, such as the provisions of the Merger Agreement that created UTC.

## **3) UT System Structure**

John Petersen stressed the advantages of a consolidated system. He stated that the UT system, taken together, was equivalent to Ohio State University. He pointed out that individually the campuses are far weaker than they are when consolidated. Beauvais Lyons expressed concern that the success of these "top-down" system-initiated actions will only succeed if faculty, departments, and colleges are part of the process of their development. He stressed that faculty productivity is linked to strong academic communities and cannot be maintained without them. John Petersen gave examples of how the UT system has played a role in increasing research productivity for Oak Ridge National Laboratory (ORNL), Joint Institute for Computational Sciences (JICS), and other units. Peg Hartig asked about the relationship of the UT system to the campus faculty Senates.

John Petersen cited the UT system Fact Book map of Tennessee showing the home counties of UT students and made the point that the broad dispersion of these counties allowed UT to have a wide presence and an impact when dealing with the state legislature. Lyn Miles emphasized the importance of Board of Trustees resolutions, faculty Senate recommendations and resolutions, and Faculty Handbooks to the decision-making process of the University. To cherry pick decisions or ignore recommendations would build distrust and frustration in implementing any system objectives. Robert Levy said that if the August 9,

2007 memo violated any Board of Trustees policies, Handbooks, etc. it was done without ill-intent. He said that he would review these documents to assure compliance.

#### **4) Campus Productivity & UTC Merger Agreement**

John Petersen continued to compare the grant productivity of each campus pointing out a lower productivity for UTC compared with UTK and UTHSC. Lyn Miles said that the \$13M generated by UTC is remarkable given the size of the faculty and the teaching load. She said that the relatively smaller amount is a consequence of the UT system's failure to honor the 1969 Merger Agreement that created UTC and later redefinition of UTC as a secondary campus. She emphasized that if the Agreement provisions for equal salaries and work conditions including teaching loads and the development of doctoral programs had been honored, that UTC's productivity would be much higher. She emphasized that a consequence cannot be given as a cause.

#### **5) UTK Cherokee Campus & Switchgrass Project**

Gavin Townsend expressed concern regarding the academic department to which Cherokee Farms faculty will be reporting. John Petersen indicated that faculty members on joint faculty appointments such as at Oak Ridge National Laboratory (ORNL) report to supervisors at ORNL and UTK based on their percentage of effort. David Patterson raised the issue of resources being devoted to the biofuels switchgrass project and was concerned that the fan-fare around switch grass will not produce the "deliverables," i.e., promised results especially concerning the production of carbon-dioxide. John Petersen explained that plant sources convert the carbon dioxide back much more quickly than fossil fuels.

#### **6) Student Information System**

Gavin Townsend asked Robert Levy about the student information system. Robert Levy reported that the UT system has a draft contract for the first phase, which requires Board of Trustees approval at the November 2007 meeting. The system is targeting 2010 for implementation, and will try to pay for the implementation, but not the operation.

#### **7) Other Topics**

Other topics were briefly mentioned but postponed for the next meeting: 1) UT system inconsistencies regarding athletic departments; 2) Relocation of the UT system to Nashville; 3) UTC Merger Agreement report. Lyn Miles presented a copy of the UTC Faculty Senate Merger Agreement Committee report, UTC Merger Agreement: The UT System's Unfulfilled Contract with Southeast Tennessee, to John Petersen and Bob Levy for the future discussion.

### **D. UT System Communication**

#### **1) UT System – UTK IT Interface**

This situation will be monitored as noted above and evaluated at the next meeting.

#### **2) Campus Advertising Budgets**

Lyn Miles expressed concern regarding advertising for the individual campuses within the UT system. Are they determined at the campus or system level? Robert Levy said he did not

know but he questioned the effectiveness of real world or on-line billboards. He stated that Hank Dye works closely with campus communication staff. Lyn Miles said she will follow up with Hank Dye on this matter. Gavin Townsend asked about the graphic style and branding campaign can be modified, especially regarding color variables to reflect campus differences. Robert Levy replied that there can be some modifications but only within parameters that have already been set with each campus.

### **3) Internal Communication**

The need for internal system communication improvements will be postponed to the next meeting.

### **4) Terminology Consistency**

The members discussed the use of “UT,” “UTK” in Fact Book, websites, library cards, etc. Lyn Miles expressed concern regarding the lack of consistency in UT terminology in publications, signs, library, and websites. Sometimes “UT” refers to the system, at others to UTK. Robert Levy acknowledged that there were historical changes that were the source of some of the confusion. Lyn Miles expressed concern regarding library access at UTK for UTC faculty and how non-UTK faculty within the UT system are labeled as “non UT” or “Regents” when they are neither.

## **E. UT System Faculty Evaluation & Activities**

### **1) Lack of Published Evaluation Guidelines**

Peg Hartig expressed concern regarding possible inconsistency in faculty evaluation criteria and the extent to which any guidelines are being adhered.

Lyn Miles asked if this was a lack of guidelines or a management issue?

Beauvais Lyons stressed the importance of a Faculty Handbook or manual giving guidelines for faculty evaluation.

Peg Hartig reported that all of the units at UTHSC have department and college bylaws but there is tension regarding the emphasis on teaching and research.

### **2) Role of Teaching, Research, Publication and Grants**

This issue was postponed to the next meeting.

### **3) Relative Emphasis on Salary-Providing Major Grants**

This issue was postponed to the next meeting.

### **4) Grant and Contract Processing**

The members discussed the loss of grants and contracts due to delays and lack of administrative follow up, the need for cooperation of local units with extramural activity; poor institutional grant management leading to attrition; and morale problems.

### **5) UTHSC Institutional Review Board**

This issue was postponed to the next meeting.

### **6) Research Tools**

The members discussed the need for greater access to free software and lower computer prices.

### **7) Inter-Campus Transportation & Collaboration**

This issue was postponed to the next meeting.

### **F. Campus Unit Safety**

This issue was postponed to the next meeting.

### **G. UT system 2007-2008 Legislative Plans**

Robert Levy talked about the legislative process. The members decided that the meeting should include a presentation by or discussion with Anthony Hanes, UT Legislative Lobbyist.

### **H. Tenure Appeal Process**

The members discussed the appeal process in cases of denial of tenure and the need for a clearer process, deadlines, and time limitations in Board of Trustees policy. The Council will address this issue this year.

## **8. UT SYSTEM CAMPUS REPORTS**

### **A. UTC**

Gavin Townsend reported that UTC is undertaking a strategic plan. The SIM Center may be moving off campus to Downtown, Chattanooga. UTC has been pursuing campus security improvements and installing alarms. UTC received 48 million dollars for a new campus library, and faculty members have been visiting academic campus libraries to get some ideas for its design.

### **B. UTM**

Elaine Harriss reported that the new Chancellor is doing well. Martin is involved in the biofuels initiative, and in increasing their on-line offerings.

Nancy Warren reported that the UTM Ripley Center in Ripley, Tennessee will be opening this week. There is continuing concern regarding Martin faculty salaries and Martin's role within the overall UT mission. At the recent senate retreat UT lobbyist Anthony Haynes made a presentation which gave them good insight into how the legislative process works.

### **C. UTK**

David Patterson reported that there has been considerable concern on campus regarding the system mission statement, with over 340 responses to a call for comments from Chancellor Crabtree. UTK Senate will have a faculty retreat this week which will include interchanges with UT trustees. Three UTK Faculty Ombudspersons resigned this summer, and UTK is looking for an interim ombudsperson. IT issues remain unresolved on campus including whether IT reports to UTK or the UT system. Chancellor Crabtree initiated a study of IT that recommended that it report to the Provost. UTK now has a campus alert system that send text message to all members of the campus community. Lyn Miles and others asked about the structure of the retreat. David Patterson will send a copy of the retreat schedule.

## **D. UTHSC**

Peg Hartig reported that they are working on a campus strategic plan. They are also engaged in a chancellor search and currently have many interim administrators. There was some faculty disappointment regarding how the merit pool was awarded.

## **9. NEXT MEETING**

The Council discussed meeting the morning of either November or 8-9 in Knoxville.

## **10. ACTION ITEMS**

### **1. Lyn Miles, Chair**

- Attempt to contact Desiree Kennedy about her future plans on the UT Board of Trustees
- Discover from Hank Dye how campus advertising budgets are determined
- Schedule Anthony Haynes for next Council meeting

### **2. John Petersen**

- Compare UT system and UTK IT reports and inform Council on solutions

### **3. Robert Levy**

- Review Aug 9 “mission statement” memo for any violations of Board of Trustees or Handbook policies
- Determine feasibility of UT system consolidated library

### **4. David Patterson**

- Send Council members information about UTK Senate retreat with trustees

### **5. Beauvais Lyons, Task Force Coordinator**

- Follow up on task forces
- Prepare meeting minutes draft

## **11. POSTPONED ITEMS FOR NEXT MEETING AGENDA OLD BUSINESS**

### **1. System Communications**

- Specific means to improve the style, content and frequency
- Comparison of UT and UTK IT reports

### **2. Meeting 2 Recommendation 11 Payroll Deduction**

### **3. System Organization**

- “Consolidated” versus other models
- Best practices of university systems
- UT system controlling UTK athletics
- Relocation of UT system to central location: Nashville
- UTC Merger Agreement

### **4. Faculty Evaluation**

- Relative emphasis on salary-providing major grants
- Tenure appeal process
- Campus institutional review boards
- Inter-campus transportation and collaboration

### **5. Campus Safety**

## **12. ADJOURNMENT**

Beauvais Lyons moved and Elaine Harriss seconded. Motion passed, 3:30pm.





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## **University Faculty Council Meeting 3: (September 5, 2007)**

### **Agenda**

1. Approval of the Minutes of the Previous Meeting
2. Approval of Council Bylaws
3. Campus Reports
4. Council Issues & Recommendations
  - Computer Security & IT System
  - Location of UT System Offices
  - Campus Autonomy
5. Other New business
6. Adjournment

**ATTACHMENT 1: Memorandum from Faculty Council Task Force Coordinator Beauvais Lyons to UT system administration regarding Council recommendations for faculty participation in UT system task forces.**

**MEMORANDUM**

**TO:** UT System Vice-Presidents and Chief Officers (D. Milburn, G. Rogers, J. DiPietro, C. Peccolo, H. Nemcik, R. Levy, H. Wall, S. Davis, H. Dye, C. Mizell, T. Robinson, M. Paganelli, L. Stuart)

**FROM:** Professor Beauvais Lyons, UFC Task Force Coordinator

**COPY:** President John Petersen, Professor Lyn Miles

**DATE:** August 14, 2007

As you may be aware, the University of Tennessee System Faculty Council was formed last year with the objective of working with faculty senates on each campus to represent the concerns of faculty in relation to the UT system. The UFC is comprised of four Faculty Senate Presidents, a Faculty Trustee who is not currently serving as Faculty Senate President on their campus and one elected representative from each of the four campuses. The current President of the University Faculty Council is Professor Lyn Miles, from UTC.

I am writing to you as the System Task Force Faculty Coordinator on the UFC. According to our bylaws, my responsibilities include: "1) become informed about UT System Task Forces and Committees which might benefit from faculty input, 2) solicit input from the Senates of various campuses as to appropriate faculty to nominate for participation on System Task Forces, and 3) make recommendations to the President and the appropriate Chairs of the System Task Forces regarding the appointment of faculty to serve on these Task Forces."

As a UT System Vice-President or Chief Officer there are matters for which it is advisable to establish a committee or task force to assist in formulating system-level policies or procedures. UT faculty members often possess significant expertise that can help advance the work of such committees or task forces. As system-level policies and procedures often have a significant impact on the teaching and research mission of the university, faculty perspective can be valuable to the work of such task forces and committees. My role as UFC Task Force Coordinator is to work with you on behalf of the UFC and campus senates to help identify appropriate and qualified faculty to

serve in such a capacity. Working with my colleagues on the University Faculty Council, I hope we can provide a useful resource for you.

The next University of Tennessee System Faculty Council meeting with President Petersen will take place on Wednesday September 5, 2007 in Knoxville. At this meeting I will report on my charge as the Task Force Coordinator.

I am writing to ask for your assistance by: Sending me information (including membership) regarding any task forces or committees that currently report to you. If you are seeking UFC assistance in identifying faculty members who might serve, please let me know this as well. I hope to receive this information from you by September 1.

If you would like to discuss this matter further, I welcome the opportunity to talk on the phone or to meet with you in person. My email is: [blyons@utk.edu](mailto:blyons@utk.edu) and my office phone is: 865-974-3202.

Thank for your assistance in this matter.

**ATTACHMENT 2: UT System Fact Book data on geographic distribution of students and sponsor projects at UT system campuses (see UT System Fact Book, 2006).**

**ATTACHMENT 3: President Petersen's emailed August 9, 2007 memorandum "Mission of the University" to UT Vice Presidents, Chancellors, Vice Chancellors, Deans & Department Heads**

**ATTACHMENT 4: UTC Faculty Senate Merger Agreement Committee Report: UTC  
Merger Agreement: The UT System's Unfulfilled Contract With Southeast Tennessee**

## Attachment 5: Task Force Memo

### MEMORANDUM

**TO:** UT System Vice-Presidents and Chief Officers (D. Milburn, G. Rogers, J. DiPietro, C. Peccolo, H. Nemcik, R. Levy, H. Wall, S. Davis, H. Dye, C. Mizell, T. Robinson, M. Paganelli, L. Stuart)

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