

Faculty Senate Executive Council  
MINUTES  
March 30, 2015

Present: Joe Bailey, Deborah Baldwin, Mark Collins, Jennifer Fowler, Patricia Freeland, David Golden, Dean Kopsell, Bruce MacLennan, Susan Martin, Gina Owens, Bonnie Ownley, Michael Palenchar, Jennifer Richards, Tina Shepardson, Robert Spirko, and Candace White

Guests: Keith Carver, Jimmy Cheek, Michelle Christian, Joe DiPietro, Iris Goodwin (acting Parliamentarian), Michael Handelsman, Rebecca Klenk

## **I. CALL TO ORDER**

B. MacLennan called the meeting to order at 3:31 p.m. and a quorum was established.

## **II. ANNOUNCEMENTS AND REPORTS**

### Chancellor's Report (J. Cheek)

- J. Cheek shared information from the President's Budget Advisory Group report. The report calls for allocation (from the 15/4 tuition model) and reallocation (small amount) of budget monies of \$35M over the next 2 years on the Knoxville campus. He believes that these goals are achievable. He indicated that reallocations within colleges will be about of 1-1.5%. The Provost has been working closely with the deans on reallocation within colleges. The top priority from the Chancellor's Office is faculty compensation. He stated that he intends to provide another raise next year. Other priorities are scholarships, increased admissions, and faculty startup funds. He stated that \$15.75M are needed for deferred maintenance. He has asked the deans to develop a tentative plan to share with the Executive Council and others. The 15/4 tuition model and a large incoming freshmen class will provide additional resources.
- The question was raised about whether the proposed evaluation of the processes for tenure and post-tenure review are considered a plan to recover funds. J. Cheek responded that we will always have tenure; however, when we do have a tenured faculty member who is not performing over an extended period of time, the process for dismissal is long and complicated. This problem affects a very small number of faculty, (those who do not meet productivity standards), and administration has a desire to make the process less complicated. J. Cheek suggested that concerns about tenure be expressed to J. DiPietro. T. Shepardson stated that there was a sense of expecting more (teaching, research, papers, grants, etc.) from the faculty without more compensation. She also mentioned that depending on the field and skills of the faculty, metrics for productivity should not be the same for all. There was general agreement with this statement.
- J. Cheek shared a report that he had prepared for J. DiPietro. Highlights were 1) endowment funds per student have increased, 2) the ratio of undergraduate students to faculty has decreased, 3) since 2010, salaries for assistant professors increased by an average of \$10K/year and salaries for full professors increased by an average of \$20K/year, 4) the number of PhD degrees awarded has increased, 5) the number of graduations on time has increased, 6) faculty have increased in diversity, 7) the total number of faculty have increased by 7% since 2006, 8) the total number of degrees awarded has increased by 15% since 2006, 9) construction of several facilities is underway, and 10) rankings of various academic programs have increased.

### Provost Report and SAIS update (S. Martin)

- The Milestones Review Committee continues to assess current progress toward the Vol Vision strategic plan. Discussions on priority areas have been inclusive and input has been sought from stakeholders. Their committee's goal is to have recommendations by the end of the calendar year.
- The SACS accreditation review team arrives today for our tenth year accreditation review. The first phase of their review (off-site) was very good with only a few requests. They will consider the proposed quality enhancement plan/experiential learning plan. We anticipate and welcome their advice.
- SAIS update: Delivery policies and procedures from many other universities have been examined, and a nine-question validation process has been developed. Recommendations are being formed to streamline the process. Faculty will be able to add questions for their specific courses. A question was raised about whether online instructor evaluations were available to everyone. S. Martin said that these evaluations are made available through Tennessee 101, which is sponsored by the Student Government Association. Discussion followed that login was required to view evaluations. A question was raised about whether training was needed in order to do the evaluations. It was noted that some questions are vague and not taken seriously, which were reasons for changing the questions. It was stated that students look at evaluations to see how faculty members are rated by other students, and that evaluations are used for faculty tenure and promotion. It was pointed out that the rating is a Likert scale and may be skewed with small numbers of students and very high or very low scores. It was emphasized that the means are less meaningful when standard deviations are not reported. The question was asked about whether those working on SAIS had considered using the modelers at NIMBioS for assistance, and the response was no.

### President DiPietro's Report (J. DiPietro)

- J. DiPietro shared that he was discouraged about imposing tuition increases on undergraduate students, rather than receive more state appropriations. In other words, the need for more funding at UT has been passed to undergraduates. He mentioned a book by John Kotter (*A Sense of Urgency*), where the author stresses that change cannot be created without a sense of urgency. J. DiPietro indicated that he began by seeking advice from a large group. It has been calculated that the projected deficit of the University will be \$377.4M in 2025. This includes gaps in several different areas (compensation for personnel, deferred maintenance, etc.). Boundaries were created to develop models to reduce the deficit. He explained that each campus can determine which "knobs to turn" within these boundaries for allocation and reallocation of funds. He has received the endorsement of the Board of Trustees. He has discussed with legislators the need to admit a higher percentage of out-of-state students for increased tuition revenue.
- The issue of tenure was raised. J. DiPietro stated that we will not "detenure," but it is time to review the policy. He stated that it is also time to review programs in all units of the UT system. A group has been established to recommend who should be involved in program reviews. It was suggested to J. DiPietro that it would be helpful to communicate to faculty that we are not doing away with tenure, but we are reviewing the process. J. DiPietro agreed. It was stated that we could not assume that the message presented at this meeting today would trickle down to faculty. A question was posed about how much program realignment will occur. J. DiPietro answered that it will vary by unit. UT-Chattanooga will probably have more changes because they have a new chancellor. Other

units have done much already and there will be fewer changes. In regards to post tenure review, the majority of faculty work very hard, only a small group of faculty are not performing satisfactorily. The statement was made that if everyone is asked to do more in all arenas, this may not be appropriate depending on field of study and talents of individual faculty. It was suggested that there be flexibility depending on unit. J. Cheek stated that some areas, such as Chemistry, have grown because there have been strategic investments. There will be opportunities to make changes within a college to follow student growth. A question was raised about a plan to "develop entrepreneurial approaches." J. DiPietro referred to the example of our partnership with the Proton Therapy Center, which helped get Cherokee Campus off the ground. J. DiPietro gave other examples of an entrepreneurial approach such as the proposed tuition model to increase the number of out-of-state students, reduction in duplication of programs, use of hybrid tuition models, ensure cost recovery, and development of intellectual property. J. DiPietro stated that he wanted to leave the university in better shape than when he arrived.

### **III. APPROVAL OF MINUTES**

C. White moved to approve the Executive Council meeting minutes of February 23, 2015. M. Palenchar seconded the motion, and the minutes were approved. Minutes of the Faculty Senate meeting of March 2, 2015 are posted for review.

### **IV. UNFINISHED BUSINESS**

#### Elections Progress Report (B. MacLennan)

There are two candidates for president-elect, B. Ambroziak and B. Ownley. Several caucuses have their slate of candidates for Faculty Senate and are in the process of conducting elections. A second round of elections will be held later by caucuses that are still seeking candidates.

#### Resolution Regarding Bangladesh Worker Safety (M. Christian, R. Klenk, M. Handelsman)

R. Klenk introduced the resolution and asked for support. The resolution is written to encourage UTK licensees to sign the Accord on Fire and Building Safety in Bangladesh. Several people have already signed the letter, which is addressed to Chancellor Cheek. M. Handelsman indicated that Global Studies is the academic sponsor of this resolution. The Global Studies curriculum prepares students to become global citizens, and this resolution is similar to those in the U.S. Senate, such as the effort to oblige the Thai government to eliminate migrant slave labor in the fishing industry. It represents a broader movement to adopt a policy of social responsibility. Several questions were asked, including why the resolution is for Bangladesh, rather than other countries; will this resolution come from the Faculty Senate; and are you looking at other points in the supply chain. M. Christian answered that Bangladesh currently has the lowest wages in the world, and the focus is on them because the political will and momentum is there with the tenants of the Accord. A long-term goal is to initiate a university-wide working group on identifying and understanding our supply chains, and to teach students that we are globally interconnected. J. Bailey mentioned that campus workers are also arguing for a living wage on campus, and asked whether this could be used as a mechanism for leveraging a living wage for UTK employees. M. Christian said that the Accord would not provide Bangladesh workers with a living wage. She stated that while she did not think that these two issues were incompatible, the opportunities for Bangladesh are immediate. She added that Nike is not a signee, but they chose not to sign because they do not source from Bangladesh. The question was raised about which UTK licensees will be affected. M. Christian said that Jansport would be affected, but they would have the opportunity to sign the Accord.

M. Christian indicated that UT suppliers are generally on board with the Accord. T. Shepardson made a motion to approve the resolution; the motion was seconded and approved.

Bill Regarding Student Fees for Undergraduate Research (T. Shepardson)

A motion was presented from the Research Council to approve the resolution to impose a fee on undergraduates to support undergraduate research. C. White seconded the motion, and the motion passed.

**VI. NEW BUSINESS** *(Item was moved for discussion after J. DiPietro's report)*

University Faculty Council (UFC) Update Regarding Tenure Issues (C. White)

C. White stated that faculty would be involved in two items on J. DiPietro's boundary document:

1) Conduct program realignment initiative to assess low performing programs to fund program(s) re-investment, and 2) undertake a review of the tenure and post-tenure review processes (action will be led by UT System administration). First item of business was to emphasize that they are not looking at tenure, but rather workload and performance review. She stated that at UTK, 75% of faculty members exceeded expectations and 0% were unsatisfactory. Katie High looked at termination based on adequate cause and found that the map is complicated. No one has been terminated for cause, but some have retired or resigned. The departmental bylaws are where the details on performance review need to be stated. The inconsistency of evaluations and the unfairness of the evaluation process needs to be reviewed. J. Cheek asked why the program review is being conducted because UTK works closely with the Tennessee Higher Education Commission to do this already. J. Cheek said that in his experience, this affects midcareer faculty more. The Haslam College of Business has developed a plan to shift activities based on how well a faculty member works in one area or another. B. MacLennan stated that a clear system of evaluation in the departments is needed. A question was asked about how many post tenure reviews are conducted. S. Martin replied that there are probably fewer than 5 per year, but the process can extend for years.

**The following agenda items were not discussed due to time constraints.**

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**IV. UNFINISHED BUSINESS**

IMedris and IRB Concerns Update (T. Shepardson)

**V. REPORTS OF STANDING COMMITTEES**

- a. Appeals Committee (R. Prosser)
  - b. Budget and Planning Committee (J. Bailey)
  - c. Faculty Affairs Committee (J. Fowler)
  - d. Graduate Council (P. Freeland)
  - e. Research Council (T. Shepardson)
  - f. Undergraduate Council (M. Palenchar)
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**VII. ADJOURNMENT**

The meeting was adjourned at 5:04 p.m.