

Minutes for Faculty Senate – Budget & Planning Committee Meeting

April 15, 2019 in Strong Hall 611

Guests: David Manderscheid, RJ Hinde, John Zomchick, Gretchen Neisler, Lisa Driscoll, Kari Alldredge, Gary Gray, Dixie Thompson

Committee members: Larry McKay, Ken Baker, Alex Rodrigues, Lou Gross, Joe Bailey, Beth Schussler, James Myers, Nick Geidner, Beauvais Lyons, Misty Anderson

1. Guests: Provost, David Manderscheid and his team

Question/comment (Q): what type of feedback did Provost get from the Deans & Heads/Directors during his spring visits with colleges and other units?

Response (R): There were 4-5 issues with a lot of feedback – student success, diversity, new budget model, E-learning and new faculty lines.

Q: What are the Provost's plans for TT diversity hires?

R: He is planning temporary funding for approximately 5 TT faculty searches related to diversity. The Provost's office typically provides funding for several years for a targeted diversity search, with the stipulation that the unit move the hire into a regular TT line when one becomes available by retirement or other departures. The exception is in College of Arts and Sciences, where the Dean typically uses an existing open line or requested new line for the position at the time of the search.

Q: How does UT measure effectiveness of diversity efforts and what could be done to improve?

R: Need to focus on improving diversity for minorities and gender differently. Good progress was made in increasing gender diversity for TT and Non-TT faculty. In 2010 UT had approximately 38% women in faculty positions (TT + non-TT) and this improved to 45% within a few years.

R: We are trying to focus on evidence-based outcomes, including exit interviews to determine why minority and women faculty leave academia. UT has a contract with the Harvard/COACH program do a climate survey and an annual LEAVERS report to assess why 15 faculty left last year. External agencies are more effective than internal staff for these types of assessments. UT has contracted with LEAVERS for surveys for the next 3 years and would like to make it long-term.

R: UT is a founding member of the [Action Collaborative on Preventing Sexual Harassment in Higher Education](#). UT and Vanderbilt are the only members from the Southeastern Conference (SEC). Discussion of other programs, like NSF INCLUDES, that promote diversity in higher education. UT faculty members (including one member of FSB&P) have already received grants from the NSF INCLUDES program for increasing diversity and collaboration in STEM fields. Talked about metrics to hold deans accountable for diversity, including retention. He also talked about trying to assess diversity in academic "neighborhoods", rather than across the entire institution.

R: Provost's office supports both diversity hires and dual-career hires (trailing spouse). Funds are split about equally for these two aspects of the program. Moving ahead requires success in diversity

during regular hires, not just in targeted hires. At Ohio State University, the Provost set aside TT lines for hires in the scholarship of social inequity. This led to more diverse hires and is something he would consider for UT.

R: One possibility is a cluster hire initiative targeted on disparity. He would like feedback on faculty thoughts on this issue. Another possibility is making disparity/diversity a higher priority in conventional cluster hires, or other types of senior level hires.

Q: What about UT efforts to increase student diversity?

R: UT is trying to help applicants see more students that look like them. These efforts include bus tours that bring applicants from communities of color to campus (4 bus tours per year). UT is working with high school counselors, especially in areas with high proportions of underrepresented populations. Provost thinks it is also important to hire and retain minority staff, because they frequently interact with students.

Q: Concerning the UT plan to add 100 new faculty lines over 5 years. Do these include an increase in GTA lines to provide additional teaching and grad student support for the new faculty?

R: This plan includes the 20 new lines that were approved for searches in AY2018-19. Yes, the Provost's office would like to add new GTA lines, but the need varies with the department and college where the faculty appointments are made. The Dean of the Grad School is in the process of looking at costs for new GTAs. Provost said these new TT faculty lines will also need to include new staff lines. The Provost's cabinet expressed concern that plans could change if UT goes to a new budget model. The Provost's office is also concerned that we don't want to increase GTA lines in areas where there are no jobs for graduates.

Q: Concerning salaries for lecturers.

R: The state is looking at a law to set a minimum salary for lecturers. Most UT lecturers already exceed this limit, except in a few departments in cases of adjunct instructors. Salaries for lecturers have improved at UT since we implemented the program for promotions to Senior & Distinguished lecturer. Provost's office is still concerned about low paid non-TT faculty who stay at UT for long periods of time. Part-time faculty are also an issue, but almost all earn at least \$1000/credit hour. Exceptions are in College of Law, Nursing and Social Work, where adjuncts, who work part-time play roles that are more related to mentoring and internships, than classroom or lab teaching.

Q: What is the TT faculty to student ratio at UT and what is the plan for improvement?

R: It is approximately 17 students per faculty member (both TT and NTT). The measure commonly used is based on a complicated formula involving the number of undergraduates and a pro-rated number of graduate and professional students (typically 1/3).

Q: How important are the *US News & World Report* rankings in deciding UT policy?

R – They are still important. Provost said the Alumni Council asked him the same question. They were concerned that UT was focusing on internal measures of improvement rather than trying to

improve our standing in US News & World Report rankings. Rankings give something for people to rally around. They still serve a useful purpose, even if we do not like them.

R: UT needs to have positive messages in media. High school guidance counsellors don't like UTK and it is an area we do poorly in with *US News and World Report* rankings. We rank below South Carolina and Auburn in this subject. UT is considering direct marketing to top high school guidance counsellors.

Q: A bold diversity hiring initiative would have a lot of visibility and could possibly increase our ranking.

R: Provost agreed and mentioned the possible impact of VOLCORE (new gen. ed. requirements) and the need for consistent, positive communications about achievements at UT.

Q: What are you looking for in a new Chancellor?

R: Someone with vision towards building a better institution. Someone who can take us to the next level. How a Chancellor does this may vary, but if they can't inspire people it won't work.

Q: What do you think about communicating the good (and bad) things happening on campus?

R: We need to emphasize authenticity in our response to events. We need to own our behavior and history. Students quickly detect when our statements don't match our actions.

Q: Questions about focus on E-learning.

R: Initial focus will be on graduate programs. New E-learning for UG programs are likely to address problems with access.

R: A recent report for UT said that many UG's want to take gen-ed courses at community colleges (CC) and through E-learning. However, the real big untapped market is "completers", meaning returning students. This depends on the major and course level, because it isn't feasible for departments to repeat upper level majors courses on line. Also, want to avoid relaxing standards.

Q: Questions about the attraction of Community College and e-courses to UG students.

R: Discussion of the value of CC transfer courses, dual-credit courses and E-courses relative to courses offered at UT. Also discussed the need to inspire UGs, advisors and faculty about the value of UT gen. ed. courses.

Q: Questions about new process for UT budget approval by the UTK Campus Advisory Board (in May) prior to being presented to the UT Board of Trustees (in June).

R: It is very rushed this year, because of this added step. It shouldn't be just a check box. It will require colleges need to prepare their budget earlier next year.

Q: FSB&P used to participate in Budget Hearings starting each January. Would you support this?

R: The Provost would welcome participation of FSB&P in budget hearings.

Q: Questions about FY20 budget process.

R: Provost assumed a 2% raise, a tuition increase, flat enrollment, and other factors. Future budgets will depend on whether we go to a hybrid budget model.

Q: Comment/concern that broad issues concerning priorities for allocating resources are not debated or discussed across campus.

R: Provost would frame it differently. He agrees that we don't have a transparent budget process. That should be the goal of a new budget model.

Q: Comments about relative priorities for student life versus academics and research.

R: Provost agrees we need to discuss this issue. Expenditures related to student life have increased at a higher rate than expenditures in other areas.

Q: Concern about lack of easily accessible data.

R: Some dispute about this.

R: Provost cited study on why students take courses outside their institution (typically dual degree courses, community college courses and E-learning). Cost is usually not the driver. More often, it is about allowing the students to get higher grades by taking less rigorous courses. The more affluent students tend to take more dual enrollment courses in high school and more e-courses or Community College courses.

Q: UT needs to get faculty and students excited about the broadening aspects of an UG education, so they see the value of in gen. ed. courses.

R: Agreement

End of discussion with Provost and his staff. They leave the meeting.

2. Final Report for FSB&P Committee for 2018-19

- due Monday, April 22
- keep it short, with a few sentences describing each section, as well as hyperlinks to minutes on FS website
- status of salary report? Sub-committee will complete it prior to May 6 meeting of Faculty Senate.

3. Upcoming FSB&P meetings

- Meeting with Tim Cross, Chancellor of UTIA, May 2 at 3:30 pm in SH 611