

THE UNIVERSITY OF TOLEDO
Minutes of the Faculty Senate Meeting of January 29, 2013
FACULTY SENATE

<http://www.utoledo.edu/facsenate> Approved @ FS meeting on 3/12/2013

Summary of Discussion

HSC College of Reorganization and Changes to Workload/ Research Activities
Preparing For AY2013-2014 Faculty Senate Elections
Estimated Faculty Retirements by 2015
CFO Dave Dabney's "Non Response" to Senate's Request for Detailed Data

Note: The remarks of the Senators and others are summarized and not verbatim. The taped recording of this meeting is available in the Faculty Senate office or in the University Archives.

President Michael Dowd called the meeting to order, **Lawrence Anderson**, Past President, called the roll.

I. Roll Call: 2012-2013 Senators:

Present: Present: Anderson, Bailey, Barnes, Cappelletty, Cochrane, Crist, Cuckovic, Denyer, Dowd, Edinger, Gilbert, Giovannucci, Gohara, Heberle, Hey, Hill, Hottell, Humphrys, Jorgensen, Keith, Kennedy, Kranz, Lee, Ligan, Lundquist, Molitor, Moore, Nigem, Ohlinger, Pei Tsui, Piazza, Plenefisch, Randolph, Randolph, Regimbal, Relue, Rouillard, Sheldon, Springman, Teclehaimanot, Templin, Thompson, Thompson-Casado Van Hoy, Weck-Schwarz, Wedding, White, Williams, Yonker

Excused absences: Ariss, Brickman, Franchetti, Duhon, Hamer, Hammersley, Hoblet, Moynihan, Nazzal, Quinlan, Wilson,

Unexcused absences: Cooper, Duggan, Ellis, Hornbeck, Rooney, Tinkel, Willey

II. Approval of Minutes: No Minutes have been distributed. The approval of the January 15th Minutes will be at our next meeting.

President Dowd: I call the meeting to order. Welcome to the ninth Faculty Senate meeting of academic year 2012-2013. I ask that Past-President Anderson come to the podium to call the roll.

Past-President Anderson: The reason why I am here is because Senator Duhon is taking care of her father since her mother just recently passed away and to maintain that household; so, let's keep her in our thoughts.

President Dowd: There was a revised form, was that distributed today?

Past-President Anderson: I received one.

President Dowd: I will begin the Executive Committee report with the general announcement that Provost Scarborough could not attend today's meeting, because he is currently attending a conference in Washington D.C. However, Chancellor Gold is here today to give us an update on issues impacting the

Health Science Campus. This includes a discussion of the impact from proposed college reorganization, and changes to workloads/research activities.

On other matters, I and your Executive Committee have been participated in many, many meetings since the last Faculty Senate meeting. In December your Executive Committee was notified that an issue involving the Core Curriculum was raised in Columbus. Recent directives from the State make clear that the UT administration must perform additional work on the Core Curriculum that Faculty Senate approved last academic year. The State's dissatisfaction was not directed at the activities of Faculty Senate but instead on the inactions of our administration. That said, this means that work of the Faculty Senate Committee on the Core Curriculum will continue. The faculty did not create this mess, but we will be there to help clean it up. I extend my most sincere appreciation to the members of that Senate committee for the significant service they perform for our students. However, recent documents demonstrate that President Jacobs, Chancellor Gold, and Provost Scarborough place no value on such service by faculty members. This is truly sad and so discouraging. Honestly, do administrators think that fairies and nomes will magically perform that work when faculty workloads are increased and faculty members simply do not have the time to perform such service? I have to wonder whether the Board of Trustees have been so turned around on this issue that they too place no value on the services faculty members perform for our students.

Moving on. I now will turn the focus of this report to workload issues, including the infamous workload form that has been distributed recently. Provost Scarborough met with a small group of individuals to discuss that and other issues. Among the individuals in that group were myself, Vice President Rouillard, and Past President Anderson. The provost was receptive to two of the suggestions that came from that rather lengthy conversation. First, Senate would identify a number of faculty members that would examine the existing workload form and propose revisions to it. Second, Faculty Senate would identify a different group of faculty members that would evaluate appeals and exemptions submitted along with those workload forms. Senator Anderson, do you recall the name suggested for that latter group?

Past-President Anderson: Advisory council.

President Dowd: Thank you. As we discussed the activities of that “Advisory Council,” it became clear that that group could not make recommendations on any specific faculty member because that would mean Faculty Senate would be inserting itself into the negotiated issue of faculty workloads. Although Faculty Senate is an appropriate forum for the entire university community to discuss workload issues, the actual negotiation of workload is not a Senate prerogative. Instead, that group suggested that the “Advisory Council” could, first, gather and categorize workload appeals and requests for exemptions and, second, make recommendations on such appeals and exemption so long as they do not refer to specific individuals.

Your Executive Committee had mixed feelings about whether Senate should cooperate with the provost in this way. Boiled-down, we have two options. The first is for Faculty Senate to participate in this process by identifying individuals to serve on such groups as the proposed “Advisory Council.” The second is for Faculty Senate to decline this offer and let the provost’s office handle such issues and, hence, be fully responsible for all that results from this imposed workload policy. Because of the Executive Committee

members' mixed feelings on this issue, I am turning to Senate to discuss the merits of each option and, then, to provide me with guidance on how to respond to the provost's offer.

Senator White: I am confused. You are implying that Senate is not supposed to address it, but in my mind the Union is supposed to address it.

President Dowd: Yes and No. Faculty Senate is certainly an appropriate forum to discuss such issues. However, Faculty Senate must respect the authority of the AAUP with respect to negotiated issues.

Senator White: So what's the Union going to do about it?

President Dowd: I cannot speak on how the union will respond to these issues.

Senator White: I know, but are there any representatives from the Union here?

President Dowd: Senator White, if I could, I would like to focus the discussion on what Senate can do, recognizing that Senate cannot get involved with negotiated issues. That said, are there any members of the AAUP in attendance today that wish to speak on this matter?

Senator Wedding: Well, the truth and the reality is the University has already taken position with the Union that they do not have to discuss the negotiated workload with us. So, now they are indicating that they are going to give you some sort of play in this- I say there is nothing wrong with you talking to them if it's going to do some good. The AAUP is going to have two meetings this week and at those meetings we will discuss a number of issues including workload. We don't have time in this meeting today to spend the next hour to talk about this, but we will do it at a Union meeting this week. Everyone is invited and we don't care if you are part of the Union or not; we don't care if you are a chair or even a dean, you are welcome to come join us, it is not going to be a closed meeting.

Senator Jorgensen: There is an area of the new policy in terms of class size. That is a pedagogical consideration and I think it could be a place for the Senate to weigh-in on such considerations like the maximum size for a composition class, the maximum size for a foreign language, or a laboratory class. So these are not negotiated workload issues, but they are actually educational decisions that are made to say that all undergraduate classes need to have thirty or more students; so I would like to see that and I don't want to "step on the toes" of the AAUP at all.

Senator Wedding: I think that is a very good point and that is one of the ways we are trying to proceed if it's okay. What they call workload we don't always call it workload and therefore others can get involved with it, the AAUP and Senate.

Senator Heberle: I agree with that and that there's some academic affair issues in this. Also, you made a very good point the last time and that is, if no one else is collecting the data and this is the way to collect the data and making it more public what is being acknowledged for reviews as far as workload which would be very helpful to everybody and if the Union can't do that and instead we can, then why not?

Senator Wilson: Let me add that I agree. The way I understand it is that the Union handles issues pertaining to issues of work and work agreement, but the Faculty Senate has some interest with academic programs and the problem is that class size issues and workload issues themselves impact academic

programs because, for example, and I mentioned this at the last Faculty Senate meeting – my concern is without a master’s of administration programs where we only have so many students that absolutely must take particular classes, which are the classes that are required for accreditation – and the classes that are required for our students to graduate – and so we are talking about issues of workload that impact on the accreditation of academic programs and also the impact on our students. I think there’s plenty of room here for Faculty Senate concerns and the Union concerns and I would like to see the Faculty Senate reach a working...with the Union leadership on this.

Senator Wedding: I think that is a very good point.

President Dowd: Your Executive Committee will address this issue.

Senator Wedding: Okay.

President Dowd: Is there a Senator or non-Senator who wants the next word on this issue?

Senator Heberle: Is there any reason not to?

President Dowd: I have a level of frustration that goes well beyond the issue of staffing an advisory committee. A new workload policy was simply dictated without any apparent understanding or respect of its impact on other faculty activities such as research, supervision of students, etc. And now the egregious flaws with this policy are apparent to everyone. Yet, again, the administration rushed to impose a new policy without fully considering its impact on our community. It seems the administration is happy to ignore our primary concerns about the impact on research, supervision of students, graduate studies, etc. But will include faculty participation in lesser issues such as revising the workload form. The administration didn’t think through what an appropriate workload form should be. As soon as the administration began hearing negative comments regarding the inadequacy of that form, the faculty were asked to fix it. Next, recall that for over a month the provost claimed that there would be no appeals or exemptions to his new workload policy. Again, as soon as there was significant blowback from the entire university which demonstrated that the policy could not be applied as written, faculty were then asked to staff a committee to evaluate appeals and exemptions. I believe Faculty Senate should participate in these activities, but we cannot fix a problem when the root problem is the “one-size-fits-all” policy itself.

But there is a larger issue to consider. I cannot be the only one who sees a pattern here. The first step is President Jacobs, or one of his staff members, announces some new whiz-bang idea that later fails or is found to be not operational. The second step of the pattern is for the administration to blame the faculty for the failure, even though faculty did not participate in the creation or implementation of that whiz-bang idea. The last step is when the administration turns to the faculty to fix the problem. Right now, we are talking about an ill-advised, half-baked workload policy. But earlier in the Executive Committee Report today I talked about the administration's inability to perform their duties in forwarding Core Curriculum material to the State. For that issue to be fixed, the Faculty Senate Committee on the Core Curriculum will have to rescue the administration. How many times have we seen this pattern repeat over the past few years?

Putting that issue aside, are there any remaining questions about such workload issues?

Senator Wedding: One of the departments so far has over three different forms.

President Dowd: I have also seen three forms.

Senator Wedding: It is very mixed-up. The Collective Bargaining Agreement does not require a form to be signed. I don't recommend to the people to sign them with the chair, but the chair has authority and if it so suits the person, the faculty, but if they are giving you something that is not even...and it is subject to the provost, why sign them? And certainly don't sign it if it's a bad agreement unless they force you to sign it and then put on there "with protest" and if it gets any worse give me a call. That's the only thing you can do, stand up to them because at the end of the day they are going to try to call the shots and they probably will with a little protest.

President Dowd: Moving forward, I would like to end the Executive Committee report on an incredible positive event that recently took place at our university. I am referring to the Martin Luther King, Jr. Unity Day Celebration, which was held last Monday. It was truly a wonderful celebration of Dr. King and his message. There was so much joy that day. It was truly wonderful and quite moving. If I may make a suggestion to everyone in our community, give a gift to yourself next year by attending that celebration.

I have many other remarks to make for discussion, but I will save them for discussion under old business. Turning to the first item on our agenda, I invite Chancellor Gold to come to the podium for his remarks.

Chancellor Gold: Thank you, President Dowd. Thank you for the opportunity to spend some minutes with you this afternoon, I really appreciate it. I would like to do two things first, then just open this to a dialogue as much as possible. I don't have a prepared remark and I don't have a PowerPoint or anything. I just want to spend some time with you and answer questions. But, before I do, I wanted to comment on two tragic losses that have occurred.

First, it is actually one of our fourth-year medical students, a young woman name, Amy...Amy was twenty-seven and she lived here in Maumee. She was the daughter of a wonderful couple from Brighton Michigan. Amy was a graduate of the Witson Christian School and then went on to Pensacola Christian College in Florida and continued her education at the University of Toledo receiving a Masters in Medical Science and then enrolled in medical school and was scheduled to graduate this June. Amy was diagnosed with a very serious type of cardiac disease which took her mother's life when she was twenty-nine. Amy underwent what was hopefully going to be a lifesaving cardiac surgery and after one month in the intensive care unit at the...Clinic on New Years' morning she passed away. Having known Amy extremely well because she was very active in Student Government and other areas she was a remarkable young woman. She was actually engaged to be married in May and because of the fact she planned her life so carefully knowing that she would likely need time after this cardiac surgery she actually planned to take some time off after she was married. She had satisfied all of her academic requirements before graduation, so we are going to award her degree in June. I thought I would pass this around.

[Applause]

The second is some very sad information that I received this morning about a faculty member in the College of Medicine and that is, Dr. William... Dr...was a trauma surgeon that we recruited in August of 2009. He was a very interesting gentleman and his specialty was chronic clinical care. He received his medical degree from the University of Cincinnati, The College of Medicine and he received a Bachelors' degree in Pharmacy from Ohio State. He was actually a practicing pharmacist in Columbus for seven

years before entering medical school. He did his general surgery residency at the University...in Kentucky and the fellowship in search for clinical care at the University of Texas in Houston and then spent several years at the...Department of Surgery Division of Trauma at the University of Texas. He completed his then training at the best cardiac life support and advance cardiac trauma. He has been on the faculty with us since August of 2009 and last night Bill lost his battle to cancer that he has been fighting for several years. So, as we get more information regarding arrangements we will of course share those with you. He was a very special gentleman and just a remarkable human being and a great friend.

On a much more pleasant note, I would like to tell you just how greatly...one of our fourth-year students which was a young woman that was tragically shot on Broadway in St. Louis is actually going to be coming back to class next Friday, February 1st Holly had a remarkable recovery; she probably has months if not years of recovery at the end of her rehab, more surgeries and things along those lines. But, she is also an incredibly dedicated young woman, very visionary and she is going to be a phenomenal physician and she will graduate at the end of June this year. We are very proud of Holly and we are very proud to have her back on campus after the months of recovery.

So, I have a couple of things that I would like to just touch upon that is active business on the Health Science Campus, The College of Medicine etc. and then I would just like to open the floor to any questions and comments etc. In no particular order, last week was an absolutely banner week on the Health Science Campus from four different perspectives.

First of which, we received a formal notification of our status which has improved, accountable care organization. The Accountable Care Organization is a construct under the Affordable Care Act which Medicare beneficiaries are enrolled in an organization that's aimed at providing high quality...services, reducing... and improving health status quality and keeping people at hospitals etc, so an innovative experiment was done by the Senate of Medicare and Medicaid services. We applied in partnership with the physicians of the Toledo Clinic and received notifications that we've been assigned a beneficiary account of 1,700 Medicare beneficiaries who are as we speak being cared for by the Medicare Organization. There are only about 320...shared savings, ACO in the United States so we are quite pleased to be awarded the status which is competitive for us and if our estimations continue to grow in the United States as you believe in the models overpaying for health care allies with where our country needs to go and it is simply designed for our health care system.

The second thing that happened last week that was quite noble was we achieved a level of recognition for what's known meaningful use which is to some extent an oxymoron which...the use of information and technology in the medicine of clinical care. Under the Recovery Act a set of criteria were set up by physicians and hospitals achieving good use and you have to cross certain thresholds in terms of the number of quality parameters that you reach with non-communication, any structure that you have and then last week, five months ahead of schedule we achieved that which is a very important step forward for the University Medical Center.

The third is something that I am sure many of you noticed in the newspaper and read about elsewhere and that is the cutting of the ribbon of the Dana, now known as the Dana No-Cancer Center. This represents several years project and what was the Dana Conference Center was converted into the Dana No-Cancer Center and last week marked the ribbon-cutting for that. It is a remarkable facility. You should visit it

socially and not professionally, but it is a way that our faculty, staff, students, and scientists who work together to prevent the...diagnosis of and treatment for... We work together in a remarkable environment that is truly patient-focused and patient-centered. It marks the opening of one of the highest quality innovation of... facilities in this country. There are less than a dozen of install sites of technology that are available that decreases the time by a factor of two and increases cure rate by nearly double for the treatment of radiation oncology. You need services for early diagnosis, but the main concept is that it brings all the physicians, staff, students, and scientists together at a single location and it provides comprehensive care to patients that we are in the process of diagnosing for the treatment of cancer. If you ever had a family member who was touched in that area and then you know how does that travel from doctor's office to doctor's offices, building to building, and hospital to hospital, come back and forth such a case is very unpleasant, particularly if you are unable to get chemo you have to go to the Radiation Center. But, the idea is to bring it all together under one single roof for comprehensive care. It is the way the Anderson's organized it and it is the way...organized it and it is the way we have organized it. I am very proud of that and the facility is beautiful and it is to the fact that it's for the people and that is worth it.

Perhaps the single thing that happened last week happened on Friday and that is when the College of Medicine with a trunk and several boxes mailed nine copies of the liaison committee of communication to the self-study database which is the accreditation document regarding the accreditation of the College of Medicine; that document received 3,000 pages in length photocopied. It took two years to pull it together and it was the next step, exactly 90 days before the survey visit which will occur in April. This is an every eight-year cycle for all medical schools in the United States and Canada. It is an extremely high-stakes game and unfortunately, since I am the chair it puts me at conflict of interest... but it puts me in a ...situation knowing the ...particularly well and at the same time go through accreditation cycle. We are obviously trying very hard to convey strengths, but also challenges and opportunities in the College of Medicine to go through a very forthright self-study. Again, lots of areas of improvement and hopefully we have improved in most areas if not all of them, but we are very focused on one of the aspects of the... On the theory of that...the LCME itself was recently reaccredited by the Department of Accreditation and that was a very interesting process in which I testified and spoke to the...But also the LCME former partnership of an organization called, With Me and With Me is the world of medical education foundation. They imparted partnership and wanted to observe a full visit, so in their infinite wisdom they decided to empower, so we are not only going to be obtaining the five dozen LCME members, but the With Me people will be here in late April and early May. First of all it was not presented in a multiple choice question, but I do think it is an opportunity to show the strengths of our university and the strengths of the College of Medicine. This is a faculty- and student-driven process and it never can top that process. This is being led by Dr. Connie Schriener. Unlike the...which is an applied standard there are 131 more standards with the LCME which ranges in having an impact in curricular development process...So, that is sort of a catch-up, but there is going to be a lot more. If you are interested and you want in detail of the LCME process where strengths, weaknesses, and challenges are, I am here to answer those questions anytime today or in the future.

With that, I am certainly aware of the plans providing reorganization. From a very practical view other than changing some organizational charts, perhaps some other relatively minor thing, each one has been very actively involved since the earlier organizational...and staff. All the Health Campus...has been

involved with professional education and curriculum development and facility and things along those lines, so all those...With that, why don't I just take the questions from you.

President Dowd: I have a question about the reorganization of the college, do any senators have any issues about the break-up?

Senator Jorgensen: We've read from the AAUP letter that a certain legal activity was against the University for not having effective consultation with Faculty Senate which is required by the AAUP contract. This is in regard to the breakup of the College of Arts and Sciences and the other changes. It seems now we are looking at another organizational change, is there a plan for the administration to effectively consult with Faculty Senate about these things, or is it what was announced a week or two ago is actually going to happen? This was a black-mark against the university that administration did not follow the contractual agreement which was approved by the Board of Trustees which is in the Faculty Senate Constitution.

Chancellor Gold: Thank you for your question, Senator Jorgensen. I guess I am really the wrong person to ask about how much consultation and input has been sought at which levels and over how much time. To the best of my ability to answer your question, if a decision is made that this is the direction that we are going to, then I will be very pleased to work with all principals involved. I've already reached out and met with several faculty members; I've met with Dean Schmoll and several department chairs etc. to gain their input and feelings about this and how can this be more effectively done. But the overall decisions are decisions that we all know that are coming through the Provost Office and other sources. To my understating there has been quite a bit of discussion that has been undertaken. I don't know exactly with whom or over what period of time, but the process involved in this recommendation and again, I am not objecting I am just trying to respond to your questions, I am just not aware of the detail that has already been going on in that process, but I do know that it was discussed at an Executive Committee on a number of occasions.

President Dowd: Effective consultation with the Faculty Senate has meaning, as opposed to what actually occurred. With regard to the latest reorganization, the Faculty Senate Executive Committee was simply told what the administration's plan was and how implementation would begin immediately. I would describe that as the Executive Committee being informed of the administration's reorganization instead of being consulted on a plan for reorganizing colleges and departments.

Chancellor Gold: Thank you.

Senator Barnes: My question is about to the extent that you know, was there any study done before this minimum enrollment decision of 30 students of the undergrad level was made, about the impact on areas and departments around campus to the extent that they will not be able to offer their major because they won't be able to offer the upper-division classes that the students need either as...said that is required by accreditation or the need by the faculty that students need to know in order to graduate with this major? Was there any study at all about the impact of that decision?

Chancellor Gold: I was told that Dr. Scarborough and others provided their input from both, within the university and outside of the university. But what sources were used and what evidence was used to provide that I can't tell you. I can tell you the approach from the Health Sciences and that is that there are

targets and every decision will be made in an individualized way based upon medical students exiting the program and we will review them accordingly.

Senator Barnes: So, you would think that there would be at least a range where you would say, “Okay, here’s how many major we lose in the worst case scenario; here’s the mid-range scenario, and here’s the best case scenario.”

Chancellor Gold: I don’t think anybody is talking about eliminating anything; we are simply talking about trying to do the best for our students and provide an optimal learning environment while at the same time try to meet the need of the university to change our academic model to be more futuristic to the best of our ability to do that.

Senator Barnes: Yes, I understood that; I understood it when Dr. Jacobs’ said somewhere that we are all stuck in the Middle Ages, back when Women’s Studies was so popular. But my question to you is, what is the potential impact? Does anyone have any idea of how many students we are potentially talking about not being able to finish the major that they are in?

Chancellor Gold: I am confident that those decisions are going to be made on a program-by-program and student-by-student basis. It is my expectation that we are not going to hinder the academic progress of any of our students. We are truly a student-centered university, therefore in general we are going to try to do what we can to...sessions to make our process more efficient as possible to assist in good educational practices for our students eliminate every class that hasn’t enrolled at least 30 last year and we are going to eliminate half of them, we are going to eliminate all of them and here’s the range of the potential impact of this decision.”

Senator Barnes: But if there’s one section?

Chancellor Gold: Again, it will be based on individual basis.

Senator Lee: Hi Chancellor Gold. It was sad to hear about the loss of our student and a colleague. My name is Carolyn Lee and I am from the College of Nursing. I have some questions from my colleagues about this workload document as it pertains to us with the exception of things that might have to do with the Collective Bargaining Agreement, some faculty have asked if our college would similarly be considered for some elements in that workload in comparison with Main Campus. For example, it refers to teaching assistants, it is something that our college only dreams of and has never had despite large classes or in terms of what comes down. Is that going to cross into the College of Nursing or are we going to have separate directives for Main Campus and Health Science faculty, particularly with respect to our undergraduate program which has much in common with our colleagues in..... Thank you.

Chancellor Gold: Thank you for your question. I can only speak for the college for which I have responsibility which does of course include Nursing. I’ve tried to be clear as I can with respect to the deans and the leadership of colleges. We have been looking at educational workload research and clinical engaging and other activities with faculty and staff for years and this is actually the fourth year that we’ve been engaged in the process. I am sure at this point it is safe to say that this is true across many different

programs and colleges, but particularly with the Health Sciences where there's a lot of teaching going on. Secondly, there is a good deal of what some might call community engagement, but I will communicate and call it deliberative clinical care. And then there is also a different scope of search and let's say the ability to compete for an extra hundred search dollars and indeed the ability to transfer salaries to the...search trends is not possible in the many fields for scholarships and discovery, but it is possible in the Health Sciences and therefore that is something that we value greatly. So, to answer your question, we are using a process very similar to the process we've used over the last few years, looking at faculty workload and the overall teaching workload and the research and clinical workload as well made the differences that instead of doing it respectively we are going to be doing it prospectively to try to predict what the workload is going to be for the fall semester and then trying to do what we can to make sure that they are as strong as possible. I personally look at every single one of these goals, every single chair, every dean, and year- granted they are in a retrospective fashion. I believe that faculty work extremely hard to try to partake the mission. It is simply going to be a question is there anything that we can do that is more creative in the innovative section and hopefully we can find some ways to do that. I don't dispute the fact that we are facing economical challenges and changes in demographics of the undergraduate and graduate population and changes in state funding. I read last week in the *New York Times* an article about the shift of massive online courses and...of all that and we need to do the very best we can to ...of this university without compromising our values. I am a believer that one grows to greatness; therefore we are looking for ways to grow including nursing. But there are innovative suggestions that you or your faculty have...

Senator Lee: Just as a follow-up, our college as we know has a twenty-four hour workload that we've been asked to deliver and have done so for several years. I think there has been some confusion in all of this, for example with Provost Scarborough's Imagine 2017 document, when we see nursing in there the college was described under research and then yet sometimes don't feel the separation, being Health Science Campus even though we have this big undergraduate program. So I would just encourage everyone, us and above to be aware of that. We have more in common than not, sometimes our tendency is to separate our campuses.

Chancellor Gold: Not to worry, we are very tight.

President Dowd: I would like to ask a question. For years I have tried to follow the finances of our university, and I have a difficult time reconciling university finances with part of the message that was in the workload memo signed by you, the provost, and college deans. You justified the increase in teaching workloads by stating such workload increases were necessary to address the "\$36 Million" shortfall in our budget. My understanding of university finances leads me to believe that even if a very hard line is taken by the administration on teaching workloads, meaning absolutely no exemptions, the maximum amount of saving would be between \$4 Million and \$6 Million – and that amount would be saved by eliminating all part-time instructors and Visiting Professors. From a budget perspective, that would be the "best case" scenario. However, let's suppose that my estimates are not only inaccurate, but very inaccurate. That is, suppose we give you and provost the benefit of doubt and assume the actual saving from increasing teaching workloads is \$10 Million or \$11 Million. This too would be the best case scenario – decreasing the effective "budget shortfall" to approximately \$25 Million. So what is Plan B? Will it be to force deans to increase their "Contribution Margins"? Please let me provide some context for Senators not

familiar with this process. The 3-year average for all colleges is a 36.1% operating margin, which would make any business woman or man jump for joy. In contrast, the operating margin for UTMC is only 3%. With that in mind, will the administration require deans to simply cut their academic affairs budget to satisfy some higher operating margin stipulated by you and Provost Scarborough? In February the administration will inform each college what their "Contribution Margin" must be for FY2014. For example, increasing the average for colleges from 36.1% to 40% or 50%? Does this mean that colleges will be forced to go through a second round of budget cuts that are above and beyond those of eliminating part-time instructors and Visiting Professors? If that is so, please explain that process. If it is not so, please explain how the administration plans to adjust budgets to account for the budget shortfall.

Chancellor Gold: That is a great question and frankly it keeps me up at night.

President Dowd: You and me both.

Chancellor Gold: President Dowd, as you are well aware with your excellent service on Finance and Strategy and discussions that we had at the Exec level and other, we had developed an outreach development in the AY2013 budget. At the same time, the president has developed a move to coordinate and to look at some current opening positions across all aspects of the university. So, what we have is a process by which budget assumptions will be made. The current budget assumptions are no means finalized with discussion tomorrow afternoon we will continue to work on budget assumptions providing a record of expenses. That will continue to define the parting simultaneously we are CG, the president is working for the...accommodation to our mission, recommendations, not requirement, but recommendations. Following that process we will take at that time which will be the next several weeks we will have a cut for both faculty and the administrative workload document so the responsibility group which will then give us a better way to define our estimates concerning enrollment, state share of instruction, and also the expense side of it. That will produce a set of what I will call, mid-cycle assumptions about where budget capture is. From that point, we are then going to go back to all business...academically and give them a contribution margin target. The contribution margin target I will say at least from the Health Sciences all of the programs that I am aware of have a positive direct contribution margin and it may or may not have a positive loaded contribution margin. From that point we will get each of the deans from the academic side of the house and each of the vice presidents on the administrative side of the house a target for a contribution margin. What that means is that they can achieve such a contribution margin by revenue, by reducing direct expenses, or frankly by reducing indirect expense. They will then do their very best to achieve that contribution margin and this has been a methodology that has been established by the finance people, chairs, and college specifically and some departments. Programs contribution mark margins specifically for seven years can spend a long time equivocating how accurate and inaccurate and be fairly consistent year over year. From that time and each of the colleges and businesses goes through a set of pre-hearings based upon the target of contribution margin which will produce a set of many choices which will then be assembled into a final recommended 2014 budget. It is my hope that the many choices that will come forward as has come forward every year thus far will allow enough choices to be made to each department of the budget assumption. So I would hope that we will soften the current anticipation of the continuing fall enrollment. It is my hope that it will be positive and that programs at the undergrad level will increase contract of services that will increase other ways of supporting the revenue side of the house and at the same time the re-engineering process

carefully look at faculty, staff, and administrative workload and we will continue to pay back the expense paid and that in combination with contribution margin calculations and endorsements...president to bring us to a point we can balance the budget. If we can't do that then we will have a larger challenge on our hands, but I am quite optimistic with that.

President Dowd: I have a follow-up question. As a department chair, I do not and will not know which courses my department will be able to offer next Fall until all workload issues are resolved. At this time I have no idea whether my department will be given authorization to hire part-time instructors or Visitors, which exacerbates my inability to tell students and advisors across our university which courses and sections will be offered in the Fall semester. Last year, my department was given the authority to hire a Visiting Professor in the first week in August, and that individual was to begin classes two weeks later. But then the Human Resources office told me in August that we needed to conduct a national search for that position. Faculty cannot plan ahead, chairs cannot plan ahead, and students cannot plan ahead. Is it any wonder that enrollment has continued to decrease and our retention rate is among the worst in the State? So how will the new workload policy improve such conditions? How will the elimination of all part-time instructors and Visiting Professors improve conditions for students? And how will the current budget process help address these issues?

Chancellor Gold: Thank you for your question. First of all, I heard you completely, the sooner we can get accurate information to the faculty, chair, deans, etc. regarding next year's budget the better. To be absolutely vague, I don't know how long it is going to take to finalize next year's budget process, but it will probably be the time we should have a pretty good handle as to when various positions can or cannot be released. I don't think that is currently scheduled and it is not boxed on the paper that you and I looked at the date, but it should be. For instance, we have already released the graduate permission understanding that commitments need to be made and that result in a very particular conversation with Dr. Komuniecki which I think is an important step forward. So I will bring to the leadership of the organization as quickly as I can as to try to come to a date, time-certain, at least where we can expect to share that information in the current context to the budget cycle. President Dowd, probably some of the positions are going to be released but I don't think that all of them are going to be released until we get a state budget assembled. We are not a state that's going to use pencils, paper, books, and erasers anymore. Overwhelmingly majority of what we are talking about unfortunately people sometimes are...and sometimes...positions, but we are talking about people. I understand fully when we make a commitment to a faculty member, part-time, full-time, adjunct, whatever that we should honor that commitment. So we want to be sure that what we share with you is active and a lot of it is going to be effective in planning for the fall semester as well. The worst thing in the world is probably to make a commitment that later has to be adjusted in a negative way. I will try to get those dates and any other critical dates that you would like worked in to this calendar that would be useful.

President Dowd: I will think about it.

Chancellor Gold: Okay, think about it.

Senator Humphrys: Going back to your conversation about contribution margins and also to what the provost presented at Faculty Senate the last time - the people who are the revenue producers in this

institution are the people who are directly involved with teaching because research brings in money, but it doesn't contribute really as what the provost told us significantly to operating cost. So, we as faculty are revenue producers. The irony of that is to see when things go bad with the budget it comes to the departments and it is up to the revenue producers to somehow reduce their budget. When we go back to last time when the provost mentioned that we needed to increase revenue from the teaching end the only way revenue can increase is by increasing the number of students. So really, I would like to see us use the correct terms. We are not trying to increase revenue when we talk about faculty and teaching and having them teach more we are cutting cost. I think that is important because that is a very different spin that really what we are getting out of this. Secondly, it used to be and I've been here for twenty-five years and for most of those years the budget issues used to come to the college level and it was much more inclusive. Basically, we were told at the college level that all the department chairs and deans and so on would sit around at a particular college and they would discuss, "Here's where we can best cut without hurting students" and so much of what we see in this administration is top-down. I just think that there are issues with coming back that we are revenue producers. And another thing as far as increasing enrollment, I personally don't see that as an issue with faculty. I think that we are there to teach those students who are brought in, but I don't see our responsibility as recruiting. There are ways you can recruit and you can do that by offering a quality classroom experience, but I think also by putting that responsibility on the college is an issue that is really not accurate because I don't see that as our responsibility. So rather than question I guess those are just comments to your response that I have.

Chancellor Gold: First of all, as far as the inclusiveness of the process, the process I know best is the College of Medicine process and that is a process that is department-driven. The department chair and the...meets with the department finance officers and they produce their components of the budget which will then go through a series of individual department hearings which will then open up the role that's wrapped up together with the College of Medicine Council representatives and they are involved in the process as well. I certainly suggested that type of process for the Health Science College to the extent that...I can't tell you how historically at least that it has to be done impartially. But I think it is distributing it which is part of the process and the more we evoke trenches on people that are involved with the process. In response to your second comment, I agree with you completely. The faculty are the key to the success of the university. We have two major enrollment challenges: One is students direct from high school and the others show up at the doorstep every August allowing us to shape the future of their life which is a privilege. But we also have quite a bit of..., quite a bit of students we lose every year; most of them are during or after their freshmen year. Some of them we lose academically and some of them we lose because of financial reasons, not because they are academically failing but they want to challenge themselves in a different academic environment elsewhere and there is a balance there. I personally feel an obligation to every single student that articulates that we need to really try to make that as unique and powerful experience for them so they want to stay and that they can stay. Now, for some the choice is just not there because of family and economics and things along those lines, but some they've just come to a conclusion how a college education at this point of their life is just not practical or possible for one reason or another. But for any number of them there are choices that they make rather to continue their education or not or continue it here in some other field. Frequently, it's their relationships that occur not with the deans or the department chairs, but it is the relationship with the faculty mentors that occur that influence the decisions that these young men and women make. That is the complete mission and it is completely within our power. If we were not facing anywhere near the challenge that we

are currently facing regarding retention of students all of our discussion about budget would be at a ...point. So we do have an opportunity for each and every one of us to reach out and change the life of a single student who is going to be lost in the next academic year to do something to keep them on board, just one student. I am sure everybody that is seated in this room touches the lives of more than one student constantly, but if there's just one that you can help change their mind and stay on because of quality experience that they will have that will be a great thing.

Senator Humphrys: Just to make sure that we are using the same terminology; I keep hearing the term recruitment and there is a difference between retention and recruitment. I think we all agree that we play a role in retention, but I will have to disagree in terms of our role or the significance of our role through recruitment, getting first-time students.

Chancellor Gold: I would say for the most part everybody has a different role at the University. You can't put me in front of a microphone that I am not recruiting students, faculty, staff, and athletes for this university. I am very proud of the university and I love to share my pride publically and nationally. Frankly, you may not have a formal role, but if you are waiting in line about to check out at Kroger and one of your friends is standing next to you and they ask you about the university, that is enough opportunity to talk about the great academic programs with all of our faculty and the great research stars that we have to try to make the point of how proud we are at the university and that will help shape the culture of the community and make us more effective. But again, I don't dispute with you at all because there is a major difference between the phrase to recruit and retention.

President Dowd: I would like to jump in on this discussion because I agree with the both of you, but I would like to add an additional aspect to this issue. I agree with the important role faculty play in the retention of students. I also agree with Chancellor Gold that faculty should take the opportunity to recruit students when given the chance. But there is an inconsistency here. Increasing teaching workloads sounds great to those that are ill informed of such issues, but I am afraid they will not understand that such a policy will necessarily reduce the on-on-one interaction between students and their instructors. I would like to raise an issue that no UT administrator talks about anymore – the issue of integrity. The chancellor is correct that we should try to recruit students when given the opportunity. But we cannot lie to current or prospective students. We cannot ask students to come to UT for a particular academic program if any doubt exists regarding the course offerings for that program. We cannot promote an academic program if we are not certain that program will actually exist when the student tries to register for courses. And the unpleasant but undeniable fact is that the recent workload memo casts doubt on the continued existence of many academic programs. Again, we cannot lie to any student. So how can we, in good conscience, try to recruit students to an academic program we, ourselves, do not know will exist in the next fiscal year? How can we schedule courses we simply do not know whether we will be able to staff?

Chancellor Gold: That's my personal opinion as well, President Dowd. I agree with that, we know with our best effort and we all are privileged to be able to touch their lives and to empower them and there's been a recent study showing the impact of a college degree and the lifelong earning even to this day my recognition we been for the last several years. There's still a major economical impact on the...economical impact on graduates historically and helping them achieve their dream is what we want. I

would say to comment to your question, I would hope if you have any uncertainties in terms of being able to answer questions, is this program is going to exist and is this course going to exist etc.? I would say ask your dean and if your dean can't answer the question then I would say...

Senator Heberle: Thank you and thank you for coming. I think another way of saying what my colleagues have been saying, and all of which I agree with, to reiterate, is that workload memo and almost every meeting that I attended created a sense of chaos and not a sense of clarity. I got some sense of what some of the goals of the administration might be in putting that memo out there to call it a conversation starter. We've been told, "No, it is not standardization because we are going to make exceptions and somehow the policy is all about the exceptions and it is not really a policy. Some of my colleagues suggested that we should take it absolutely at the letter of the memo which is completely unworkable and it will destroy this institution as it is written; that is what it will do if it is implemented as written. So, one of the reasons I would suggest that perhaps various deans aren't meeting with faculty because the deans doesn't have any clarity on what this is about and why. So, my personal request for this administration is to withdraw that number and have conversations about workload as we had in the past; figure out how to fix some of the inequalities across campus which I think any of us will accept. There are inequalities in workload across the campus. There are places where there are contributions to our budget and it does not match what it is that it should be. There are places like that and there are things that have to be fixed on this campus. But to throw a "wet blanket" over every single person that works on this campus is what that memo is and is what that workload is and I haven't seen the second one yet, I would respectfully request that I would like to see it withdrawn and I would like it to be in the Minutes.

Senator White: My question follows-up directly from some of the comments. I know you, Chancellor Gold can't address specifically what goes on on the Main Campus. Relative to the memo what I am mostly concerned about is our young, excited, and active faculty. The memo came out and the whole point of discussion has been about the exceptions, but those exceptions are hard to predict. I have no idea when those exceptions will be decided on, so it is indeed impossible for us as faculty to make plans because if you don't know how the exceptions are going to go because we have no control in those discussions. In the Department of Mathematics we have about twelve programs which include our majors, undergraduate, and graduate- the number of those programs that are going to survive intact as is, without major reconstruction, is zero. The very first reaction that we had then about that memo was how we were going to let anything survive. Now, we do realize that the problem is what is going to be an exception and we've been hearing that for some time. Again, I am mostly concerned about our young faculty and I have proof that our young faculty are concerned because some of them who are not members of the senate are in the room right now, so we really need to hear the policies and the principles that this administration is going to use to make decisions because they are here because of our programs; they want to do undergraduate research and they want to teach undergraduate and graduate majors, and Masters and PhD students because that is what they are here for and that is what we want people to come for in the future. We right now have an open position and our dean did not pursue it. We were not sure if we wanted to pursue it anyways and the fact that we weren't certain that we wanted to pursue it was absolutely a shocking situation for me to find myself in, I am chair of that committee. I was astounded that I was uncertain that I wanted to pursue a search because that is the gold mine for a faculty member and for a program to find a new young aspiring faculty and under the conditions of that memo we weren't even sure we wanted to pursue that. So I am thankful that I do not have to carry that burden to actually making

decisions for ourselves not pursue that. What message do you have for our young and inspiring faculty that came here to hear from the administration what you intend for UT and its smaller programs?

Chancellor Gold: ...overtime and it is going to make a difference with survival and non-survival. We are going to have to find a way to engage them to meet their life expectations and goals being research or teaching in a service profession while at the same time creating a stable economic environment so that we know we can sustain their livelihood and the livelihood of their families over time, so this is a very delicate topic. I cannot speak to you about whether or not it is possible to rethink the way mathematics and statistics is taught and search for the services provided by the department, I'm just not knowledgeable in that area. But I am pretty knowledgeable in the area of the Health Sciences and I know that I am committed and I made it very clear about this to work with the dean and to work with the chair to try to create that environment that fulfills the dreams and expectations of all of our faculty and meet the needs of our students and at the same time try to be responsible as I can about sustaining the viability of the university. We make decisions that risk the long-term viability of the university. We really are not serving any of our students, we are not serving faculty, alumni, or our patients for that matter, so this is a very delicate balance and I am hopeful indeed and largely convinced that the people with the subject expertise in the...room will have a...and make reasonable decisions. I am going to tell you that that's what I expect. I know it's what the people that I have been working on the Board with expect and there is no reason that we shouldn't expect it and if it is not, find me.

President Dowd: We have to move on, so let's say that the next questions will be the last question for Chancellor Gold.

Chancellor Gold: I will come back at another time.

President Dowd: Thank you.

Chancellor Gold: By the way, if you want to convene a smaller group at a different setting rather than like this I am more than open to do that as well so just call me or if somebody wants to talk to me I am totally open to that also. Plus, if somebody wants to talk to me one-on-one I am totally open to that as well.

Senator Thompson-Casado: This is about the fourth or fifth meeting that I've sat through and we keep talking about the memo and how it is going to affect the workload and the quality of teaching. As representatives of our students I understand why we are focused on this because it is definitely going to impact the university as it's carried out. But, I can't help wondering if the true function of that memo is not a red herring to divert our attention and time to a subject which at most is going to garner \$6-8M in savings. We pointed out that that amount is going to be a drop in the bucket, thus it keeps us as faculty from looking at it what really is going on with the expenditures of this university. The provost has mentioned that there was a downward trend for higher education. If this is so, I really question some of the ways that administration has spent the resources at this university; \$36M on the SIMS project for which the provost told us that there was a wonderful business accounting project on this, but we have yet to see a full accounting of how that money was spent and where it came from. I heard cash-reserves. What is it going to generate, how many students will use it, who it is going to serve and what is the cost

per student? You referenced an interesting article in this Sunday's paper and I would like to reference another, The Blade – the investments that this university is making. There was \$10M mentioned in there and no accounting done of that. \$1.5M to a consultant that couldn't even bother to detail what he did for that money. Quite frankly, I have really lost faith in this administration. I am trying to keep my anger down because I get emotional about all of this. I am channeling Debby Stoudt, she called this place home and I've been here twenty years and this is my home as well. I am terrified they are going to destroy this place- no, not "they," you all are going to destroy this university. I have totally lost faith in this administration and I think that this workload issue is a red herring compared to the money that is spent elsewhere.

Group of Senators: I agree.

Chancellor Gold: I appreciate your comments and I think that over time if there's any amount of information that hopefully is going to be reassuring to you and other faculty members. Hopefully, a lot of your concerns will be relieved by more communication and shining the light of day on faces and facts. However, as far as your opinion is concerned and beliefs, I am entering my ninth year here and I made tenure which is almost three times the length of somebody in my position across the United States. I am very passionate about this university, not only about what we are but about what we can be and what we will be and I have a lot of faith in the future. No decision is perfect. There are many that I made in my life that are...I think people try to make decisions for the right reasons at the right time. As I said earlier, I am more than willing to sit with anybody in this room for any... to answer your questions and give you confidence that people are trying to work through these difficult times and trying to make good decisions and we will do our best to do that.

President Dowd: We appreciate your time today.

Chancellor Gold: Thank you, President Dowd.

Chancellor Gold: I will continue to shine the light because the truth is a powerful message and that is what I've learned over the years.

President Dowd: Thank you, Chancellor Gold. I just want to note that when I am at the podium I cannot help but notice which administrators are in attendance at any given Senate meeting. Without question, Chancellor Gold has the best record of any administrator in attending Faculty Senate meetings.

[Applause]

President Dowd: The next item on the agenda is Mike Caruso, chair of the Faculty Senate Committee on Elections. I invite Professor Caruso to the podium to discuss issues relevant for Faculty Senate elections conducted this Spring semester.

Prof. Caruso: For some reason the two times that I've agreed to chair elections, in the Spring administration decided to rearrange the colleges. So, the Executive Committee should think about that in the future before asking me.

[Laughter]

Prof. Caruso: But, anyway. As much as I would love re-apportion the seats and all of that like I did the last time, the reality of that is the timeline won't simply work out. There is absolutely no way to actually conduct the elections which have to be started real soon –collecting the election rosters and making the ballots and so on has to be approved now in order to get the ballots out and printed and distributed and counted and all that, because there are two rounds of the element. So, we won't know exactly what the new colleges are composed of and who are in the colleges and so forth, some say March or perhaps later. We really have no choice if we are going to have elections. We have to base them on the colleges and the faculty in the colleges that currently exist. So, that is what we will be doing. As for where we are at, the starting process is collecting the information and in a couple of weeks we will have the ballots together

President Dowd: Are there questions on this issue? The important fact to remember is that whatever reorganization that takes place must be approved by the Board of Trustees, which might be in March or April. This means that if we wait for such approval we will not be able to hold Senate elections until May or June, at best. This does not just affect Faculty Senate elections but also those for UCAP. The Executive Committee discussed this issue and we asked Professor Caruso to address Senate about the implications from waiting to see what reorganization actually takes place. Since no reorganization plan has actually been finalized, we need to proceed with the status quo. That said, I would like to know if there are any concerns from Senators about this issue?

Senator Hill: After going through the separation and the creation of the college which took a year and half and we are still getting our act together, the amount of workload that is put on a small college faculty is tremendous. If there's any way we can urge that about this recommended plan at the end of next year will be a real smart move.

President Dowd: Please clarify.

Senator Hill: I am saying this step has only been a recommendation. Yeah, it could be approved by the Board of Trustees in March or not, and perfectly not before the following cycle is what I am trying to say. It will be difficult to do and it will require people working all summer to pull it off with no pay, no nothing, and that is what it will take to do.

Senator Wedding: This is more than theory. The College of Criminal Justice and Social Services has an interim dean who has taking office, he's moved over. His spot is not waiting for the Board of Trustees to do anything. It is just moving forward and it is chaos because we are going to have a college of communications – no one knows what departments will be in that college other than, and I presume the department of communications, which is all we know.

President Dowd: The Executive Committee wants to stress to the Senate that the proposed action plan is the only way Senate can truly proceed with our scheduled elections. That is, at this time we cannot anticipate what college structures might be so, for now, we need to assume the existing structure.

Senator Sheldon: I hesitate to bring this up because every time I bring something up it ends up being a committee that I have to serve on. However, in terms of representation for colleges, I am here representing Honors but technically I was voted on to this body by COIL. This happened only because the Library and Honors got together and agreed that we'd share representation. But Honors is not represented on UCAP; I was on UCAP and I was turned off of UCAP two and half years ago when I moved to the Honors College. We have a candidate going up to the tenure process that is eventually going to go through UCAP and we have no advocate. Even though I am not up for re-elections, my term is unfortunately two more years as I understand it, but I still represent COIL technically.

President Dowd: Is there a problem with this?

Past-President Anderson: I just want to go one step further than what Senator Hill said and that is, I would like to make a motion for recommendation for...and implementation of the college.

President Dowd: When is the next meeting that the Executive Committee has with Chancellor Gold and Provost Scarborough, do you remember?

Past-President Anderson: February 25th.

President Dowd: Professor Caruso, in case I have not said this before, I very much appreciate the time and effort you and your committee has devoted to this year's elections. Please, give Professor Caruso a round of applause.

[Applause]

Senator Jorgensen: If we are going to make such a statement about the organization that would be the perfect time to quote the line in our constitution where consultation with the Senate is required and which obviously has not gone on yet.

Senator Heberle: I briefly want to say that one of the issues with this particular administration is that it works out of an administrative schedule and it ignores the academic schedule. I was expecting the faculty in all of the colleges to do all of this work pretty much continuing over the summer because administration are not paying any attention to faculty schedules. If they did what Senator Jorgensen talked about they would know that and be aware of it and the delay will make total sense administratively.

President Dowd: The next order of business is a report from Past-President Anderson on the survey of potential retirements in 2015. I invite Dr. Anderson to the podium to give his report.

Past-President Anderson: I briefly mentioned at the last meeting that we did get results from survey. Of course, with all these other issues that have come along we have not had a chance to correlate the results and cross-correlate them so it is really just the raw data of early responses in some sense.

The total number of people responding is typically 264 out of approximately 1700 faculty members. So, it is not a great response, but it is not terrible by statistical methods. On the other hand, it may be mostly the people who had a really direct interest. So, just in particular here are the demographics and there's not much cross-representation: 19% of Caucasians which basically reflects our non-diverse population to begin with. Here is all the colleges' response, and again these are just responses, they are not saying whether these are individually divided up and saying, "yes they are going to retire" or "no they are not

going to retire,” this is just the population of respondees. There’s a large number of associate professors which is interesting, but not many assistant professors. Graduate faculty, yes, mostly graduate faculty. This is the important question whether they are likely to retire or not: Only 39 responded and said they strongly agree, and 28 said they do agree, and 67 said they disagree and 128 strongly disagree. That is probably not reflective of the entire faculty population as a whole because presumably people of particular interest in this question decided that they are going to respond as a result of the survey. So, I don’t think that we can say 14.9% of faculty of the whole university are going to be retired by AY2015. So, these numbers are lower limits and may be closer than the actual number of faculty who are likely to retire than 39 and 28. 50% is half roughly except for the non-answered here. A fair fraction of faculty would re-think their options if they were offered an incentive package.

The rest of the data is basically what would be lost in the university, but again, it is not divided into those who responded and say, “Yes, I would likely retire” to those who are not likely to retire, so that is a little difficult to interpret at this point. The typical number of credit hours taught by the entire response per year is on average 16 credit hours, so we are already talking about people who are almost meeting the minimum administrative workload of 9 credit hours per semester. Yes, some external funding. Yes, to be willing to be employed to some capacity. The average number of graduate thesis and/or dissertations is a total of 335 from all the respondees which averages out to about two per respondee. So assuming that that average is consistent, then the 39 people who say they will retire will be no longer directing roughly a thesis or so.

Okay, that is pretty much it and the rest is the people who answered one particular special role that they have. There were 104 people who answered the first one and so on. Again, that is pretty much it. We will come out with a pretty good version of some kind that does some of the cross-correlation.

Senator Unknown: Are there any thoughts of sending out another survey since this response rate was pretty low?

Past-President Anderson: Well, we may actually do it over again. In fact, we discussed that at the Executive Committee level because of the workload agreements and that may have changed some people’s points. So we are likely to do it again later on in the Spring.

Senator Ohlinger: It seems worthwhile to break down the questions a bit.

Past-President Anderson: I think we’ve learned some lessons.

Senator Edinger: Let me suggest something, what you really want to know – if you do plan to retire, how many classes you will be giving up.

Senator Jorgensen: I really don’t think that the number of full time faculty is right. It is more like 1000 full time faculty.

Past-President Anderson: I think it is 1100, I knew the number once, but I forgot what it was.

Senator Jorgensen: Well, you said 1700.

Past-President Anderson: Yeah, I know, it is not 1700.

Senator Lee: I remember when there was a buyout years ago when we were MCO and all the senior people in my college left and how difficult that was because... they were gone. So, when or if any time there's a buyout does that come to be known so people can plan or does it just fall from the "sky?"

President Dowd: If there is to be any sort of buyout, it will have to be announced in advance. At one of the meetings I recently attended, the provost stated that the administration is counting on faculty retirements to draw-down the number of tenured faculty members. It is a deliberate policy to reduce the number of tenure and tenure track faculty members. So, if you will, try to reconcile the planned reduction in tenured and tenure track faculty with the provost's other stated goal of improving the research output at this university, This is nuts.

Senator Lee: Is there a timeline?

Senator Thompson-Casado: President Dowd, I just want to "piggy-back" on what you said about tenured and tenure-track faculty. The workload that shifted on all the people who are going to remain and the workload that we are seeing now that is close to be erased, who's going to pick this up? Who is going to do the graduate theses? Who's going to do the Honors students? We know that our faculty that are coming in that are lecturers and part-timers follow accreditation and department policies, we can't do this.

President Dowd: Well, the provost responded that lecturers are going to do all of that additional work. But that response simply indicates how much the provost does not know about Academic Affairs. For example, consider Senator Piazza statements regarding Lecturers and whether they have the credentials to be Graduate Faculty Members, let alone whether they qualify to supervise dissertations and thesis. My opinion is that faculty will continue to supervise the research of their current Honors and graduate students. However, once the students' work is completed, the new workload policy will cause faculty to reduce or eliminate the number of student research projects they agree to supervise. Again, Provost Scarborough's statements show clearly what he does not understand about Academic Affairs.

Senator Weck-Schwarz: There are lecturers who are qualified to do this work. Not all of them are qualified, but certainly a number of them are. If you look at mathematics, we have visiting professors who were converted to lecturers that could do this work. They cannot be graduate faculty because lecturers can only be special members. However with the suggested teaching load, the lecturers will not be able to do it either.

President Dowd: You are correct. I was trying to speak in general terms, while being respectful of the requirements for each rank of Graduate Faculty Membership.

Senator Wedding: Provost Scarborough has made it pretty clear that he is going to substitute lecturers to replace the tenured and tenure-track faculty. There is no question, you all can ask him and he will tell you that that is what he's going to do because they save money by doing that. You know we are talking about workload and that is not the word, they are really talking about teaching and that is what the university is talking about. They try to call teaching workload and that is their...for slipping the other two aside, but they are actually out to increase productivity of the faculty in various colleges and certainly not in Law or Medicine, but in other colleges with lecturers.

President Dowd: Senator Heberle, we have to move on. So I ask that your question be phrased for a short answer.

Senator Heberle: I just have a really quick question, does anybody know when the president's contract is up? This is a very serious question and I am very curious.

President Dowd: My understanding was that President Jacobs' contract expired in 2015, but remarks from the provost indicate that it expires in 2016.

Senator Wedding: And he is looking for an extension.

Senator Hottell: Can I just make one quick comment.

President Dowd: No, I'm sorry, time is short and we have to move on to the next issue. I must cut-off discussion of this issue and move on to the next.

Senator Hottell: I just want to address the issue of lecturers and tenure-track faculty. The Department of Foreign Languages might be an example for you to think about. We have eight tenured and tenure-track faculty members and twelve lecturers--of those twelve lecturers, three would be eligible to move to a tenure-track position. I think those kinds of numbers might be important for you to keep in mind.

President Dowd: Thank you, I think.

As I move on to the last agenda item, I would like to tie together some of my earlier remarks. Please permit me a bit of a digression before turning to the issue of Mr. Dabney's data. If you would, recall some of my remarks made today and at previous Senate meetings regarding the continuing work being done by our Core Curriculum Committee and being led by Senator Humphrys and Senator Molitor. This continued work is a reaction to some of the directives coming down from the State because individuals in the Provost's Office did not do their job. So, now, they are turning to the Faculty Senate Core Curriculum Committee to help them do their job and thereby satisfy the directives from the State. But this additional work to be performed by our colleagues is not limited to just the Core Curriculum Committee. It will also involve the Faculty Senate Committee on Undergraduate Curriculum, led by Professor Peseckis, and additional due diligence by every Senator over the course of several Faculty Senate meetings. We accept this additional work because we are dedicated to our students and our university.

It is discouraging to know that the president, chancellor, and provost place no value on any of that work. It is also so demoralizing to know that the workload memo from the chancellor and provost makes it university policy to place no value on any work performed by faculty members outside of the classroom. There is a degree of hypocrisy here because president, chancellor, and provost expect faculty to perform such work, but their workload memo established that, in turn, they will place no value on any such work.

The Board of Trustees appears to have fully accepted the new workload policy from Chancellor Gold and Provost Scarborough. Does this mean that the Board of Trustees also places no value on the incredible work faculty perform outside of the classroom? Does the Board always accept statements from senior administrators as facts that cannot be questioned? I ask this last question because of statements made at a Faculty Senate meeting by Vice President for Finance, Mr. David Dabney. He stated that since 2009, there have been over \$20 Million in cuts to administrative budgets. Mr. Dabney also stated that the total cuts to college and department budgets over FY2009, FY2010, FY2011, and FY2012 amounted to only \$203 Thousand. Mr. Dabney's statement can, at best, and most politely, be described as a deliberate misrepresentation of the truth. Each college has had to endure several hundreds of thousands of dollars

cut from their individual budgets in each of those fiscal years. Is the Board aware of these statements by Mr. Dabney? Have they ever questioned him about how his data is inconsistent with the historical record?

As you know, I asked Mr. Dabney for the data he used to support his claims. I asked Ms. Hubbard to attach the information I received from Mr. Dabney to the agenda for today's meeting. Does that data look familiar to you, with respect to Mr. Dabney's presentation to Senate?

Senator Thompson-Casado: They have not given this to us.

President Dowd: Please recall that due to illness I could not attend the December Faculty Senate meeting. Mr. Dabney told me that the data he sent me was presented at Senate. So when I think about this, I think Mr. Dabney must have laughed his "butt off" when he sent that data to me. Faculty Senate made a reasonable request for the data he used to support an outrageous claim. Mr. Dabney's response to that request was to send us Income Statements that in no way answers our original question.

I bet that was real funny to Mr. Dabney. If it wasn't his attempt at a joke, perhaps it was the only information he could provide to try to confuse Senators about whether data actually exists to support his outrageous claim that the total cuts to college and department budgets over FY2009, FY2010, FY2011, and FY2012 amounted to only \$203 Thousand.

Senator Keith: I don't believe this is the breakdown of colleges and that information was not included in his presentation.

President Dowd: What he sent me was titled, *Presentation of Faculty Senate*. So I assumed that data was presented to Senate. I apologize for that assumption.

Senator Molitor: Mr. Dabney did not present anything that showed the academic units were making \$136M profit during the fiscal year 2001. This is the first time I have seen this information.

President Dowd: I do not have the words to adequately describe the way I feel. I am disgusted and angry because this is apparently a very sick joke played on Faculty Senate by V.P. Dabney. We asked a reasonable question of Mr. Dabney, and he refused to answer that question. Instead, he obfuscated. Apparently no data exists to justify his outrageous claims. In my opinion, Mr. Dabney's behavior is not only unprofessional, it is disgraceful.

However, the data supplied by Mr. Dabney provides us with an insight on the profitability of each college. The operating profit margins for each college since FY2009 are:

Operating Profit Margins			
	FY2009	FY2010	FY2011
Business & Innovation	46%	46%	54%

CALL	34%	40%	37%
EDHSHS	42%	51%	51%
Engineering	11%	15%	16%
Law	19%	22%	30%
LLSS	48%	49%	52%
Medicine	17%	21%	25%
NS & M	42%	39%	42%
Nursing	34%	41%	40%
Pharmacy	44%	41%	47%
VPA	29%	31%	34%
UTMC	3%	3%	3%

Senator Jorgensen: On a broader note, but still along these same lines about the workload and about the finances. I am sure we are hearing requests from our colleagues, why is the Senate not calling for a vote of no confidence for the president? I personally think it is unnecessary because it is quite clear that the faculty do not have confidence. If we did vote in a formal way that it would be counterproductive in terms of being dismissed . When Chancellor Gold today was taking all of those questions and answering questions to the best of his ability it was pretty obvious that there is a broad view of the faculty leaders the ones who are elected and here in this room that the things that’s been done on this campus over the past couple of years has really torn the fabric of this institution and we don’t have confidence with this administration at this university to carry out business in a way that is appropriate. Look at the Sunday’s Blade article about where’s the money being spent and there is no explanation. Is there some way in which the Senate can express its opinion to make sure that there is no question of the sense of the faculty as we perceive this ? A survey that goes to the Faculty Senate? An anonymous way? Of course, we can use a limited number of people, but we need to be quite broad at this point. I think the administration dismissed the “whining by the loud mouths” in the Faculty Senate of the place, but if we are trying to do administrative evaluation in the past and with distrust about if it was truly going to be anonymous or not. We have seen that we, the elected body of the faculty, could determine in some authoritative way or some faculty way because the reviews that we are hearing from faculty where we are at this institution in terms of relations with faculty and administration. So, I am just putting that out as an idea.

President Dowd: Ten or so years ago Lady Alice Skeens appointed me to Research Council. I have been reappointed to that body several times. After a recent Research Council meeting ended, all administrators theft the room but the faculty representatives remained for further discussion. The Researchers wanted to talk about moving forward with a vote of no confidence in President Jacobs, Chancellor Gold, Provost Scarborough, and the Board of Trustees. I stated that there was little sense in having Research Council

have such a vote one week, Graduate Council the next week, and Faculty Senate the following week. Instead, I thought there would be merit in the three Shared Governance Bodies calling for an unprecedented meeting of all faculty members to consider such a discussion. Such a discussion should not take place in only some of those Shared Governance Bodies. However, I believe President Jacobs would, via some twisted reasoning, wear such a vote as a “badge of honor.” Further, I think the odds are that the Board would not want to admit to appointing a failed President and, hence, would pass some sort of resolution reaffirming their support for President Jacobs. And before anyone reacts to that, yes, I think we are living in Bizarro World – no administrator is ever held accountable for their failures. I think everyone in this room and across this university sees what this new, half-baked workload policy is going to lead to and none of that is good. Senator Jorgensen, your point is certainly valid and I would like to follow your suggestions. Unfortunately, as the saying goes, it takes two to Tango. But President Jacobs, Chancellor Gold, and Provost Scarborough simply will not discuss such issues in a meaningful way.

Senator Jorgensen: I have an idea and I will share it with the Executive Committee.

President Dowd: Everyone should know that we are playing for real here. These topics do not permit Senators to just sit back, go to a Senate meeting, hear me rant again and again, and then go back to their departments without continuing this discussion with their colleagues. Your Senate Executive Committee needs your help. We need guidance on these issues, we need ideas, and we need them now.

[Further Discussion was continued; the following are the topics]

- Votes of no confidence in President Jacobs, Chancellor Gold, Provost Scarborough, and the Board of Trustees.
- Department Level Recommendation – have the departments produce a record to even the numbers.
- Add the College Councils to vote no confidence: Graduate Council, Faculty Senate, and the College Councils.
- Have the faculty as a whole be in a room at the same time and request answers, but not to vote on anything.
- Make sure that all faculty members be in attendance at the AAUP meeting and treat that as an all faculty meeting.
- AAUP representation rules and guidelines
- Concerns about Mr. Dabney’s report, is every college profitable?

President Dowd: Are there any other issues? May I have a motion to adjourn?

Respectfully submitted,

Lucy Duhon
Faculty Senate Executive Secretary

Tape summary: Quinetta Hubbard
Faculty Senate Administrative Secretary

Meeting adjourned at 6:19 p.m.