

Texas Tech University
Faculty Senate Meeting
Minutes #227
October 09, 2002

The Faculty Senate met on Wednesday, October 09, 2002 in the Senate Room in the University Center with President Shane Blum presiding. Senators present were Kvashny, Wilde, Buelinckx, Byerly, D'Amico, Gray, Held, Howe, James, Reed, Roberts, Steinhart, Watts, Williams, Yang, Dukes, Jones, Duemer, Halsey, Johnson, Bai, Russ, Shriver, Floyd, Quinn, Dolter, Donahue, Lucas, Stinespring, Willis-Aarnio, Bradley, Curry, Hsiang, Marks, Soonpaa, Spallholz and Tacon. Senators excused were Aranha, Alford, Frailey, Mann, Marshall and Parliamentarian Elbow. Senators unexcused were Blanton, Harter, Kuriyama, Lee, Sherif, Baker, Reeder and Hoo.

I. Call to Order: President Blum announced The Call to Order at 3:17p.m.

II. Recognition of guests in attendance: Guests in attendance were Vice Provost Jim Brink, Vice Provost Liz Hall, Provost William Marcy, and Charlotte Dunham filling in for Gary Elbow, University Daily reporter Michael Castellon, and University Daily photographer Jenna Hansen. President Blum welcomed back Senator Kovashny who is recovering from by-pass surgery.

III. Approval of minutes for meeting #226, September 8, 2002: The minutes were approved with the following change: as suggested by Senator Marks, the statement by Senator Stinespring concerning a "deacknowledgement" statement included in a thesis will be modified to indicate that the incident occurred at the University of California Santa Barbara.

IV. Invited Guests. President Blum introduced Dr. William Marcy, Provost of Texas Tech University. **Provost Marcy opened his comments by stating that the Faculty Senate will remain in its current location in McClellan Hall.** The provost reported that President Schmidly has agreed that language stating that he will provide a written response if he disagrees with the outcome of a grievance hearing will be reinserted into the OP. Provost Marcy went on to discuss the possibility of establishing a position for a faculty ombudsman. He stated that the role of this individual would be to help resolve conflicts at the earliest possible stage. The provost mentioned that this person might be housed with the Faculty Senate because it would provide a neutral environment and access to support services. He went on to state that he was interested in hearing our ideas and opinions on the position. Provost Marcy commented that this would be a fulltime senior position that would also have a role in providing guidance on diversity issues. The provost went on to discuss the budget situation. He stated that unlike previous funding periods where the budget was pretty well set at the beginning of the biennium, the funding for the current biennium would be subject to mid-biennium adjustments and changes. The provost commented that he feels the legislature is going to struggle to find the resources needed by higher education and as a consequence universities will probably be given more flexibility in setting fees. He stated that Texas Tech would avoid raising fees to whatever the market will bear; however, filling faculty positions and keeping the quality of work life at a high level must be priorities. Provost Marcy said that he is working hard to create a twelve-month budget. He stated that our first opportunity to implement a twelve-month budget is September 2003. The provost said that he would keep the smallest amount of money possible to handle contingencies and push as much money as he can down to the colleges and departments so that decisions can be made as close as possible to where the work is being done. He stated that faculty hires will be a local decision, which means the deans would be responsible for managing the bottom line and filling as many faculty positions as possible given the funds allocated to their colleges. Provost Marcy commented that the budget process needs to be much more holistic than it has been in the past. He stated that he plans to retain 2.5 percent of the lapsed faculty salary pool at the provost level to cover contingencies, diversity hires and spousal accommodations. Provost Marcy then entertained questions from the audience.

Senator Spallholz asked what kinds of issues the ombudsman would handle. **Provost Marcy** replied that the individual would handle any conflict: faculty to faculty conflict, groups of faculty that are having difficulty with each other, and faculty to administrator conflict. He commented that the person would need to have very high caliber academic credentials and undergo some training on conflict resolution. He also

stated that the person would have to be well versed on university policies and procedures. The provost commented that the person will have to have a lot of credibility and he thinks it will take a search to fill the position, which he sees as a full-time position paying 80 to \$100,000 a year. **Senator Held** followed up by asking what actions the person would be empowered to take. **Provost Marcy** answered that this is part of the job description that has to be worked out. He stated that he has downloaded the job description from Harvard and that there is a lot of material available on the Internet. He went on to state that in many cases their most important influence is by writing an assessment to the stakeholders, and that they must provide an unbiased environment, an extreme degree of confidentiality and in some cases they need to be proactive. He further commented that they are not like an arbitrator: they can't compel anyone to do anything; however, they do provide an opportunity to resolve things before positions get hardened.

Senator Dolter commented that the current TTU ombudsman facilitates grievances between students and faculty and asked if this function would continue to reside with that office. **Provost Marcy** replied that it would: the student side of grievance issues would not change. However, he went on to say that he wants the new person to feel empowered to resolve conflicts at any level.

Senator Roberts asked what effect the move to 12 month funding would have on summer school and inquired about the status of summer 2003. **Provost Marcy** replied that if we can go to a 12-month budget the long-terms and summer school are in that 12 months and we are not in a situation of having to go back and find money for summer school as an independent exercise. He went on to explain that the way it works today is that whatever money is lapsed in the faculty salary account plus money from fund balances and other sources of revenue becomes the summer budget. The provost stated that the problem is a lot of the data is not available until late in the spring, and without a budget it is hard to make decisions in advance as to whether something will be taught in the spring or the summer. He reported that we have 6 million dollars worth of positions that have been identified and approved for filling and the lapsed funds available to fill these positions amount to approximately 4.5 million dollars. The provost stated that no positions have been eliminated in adding positions and went on to explain that the process lags by two years: the benefit for current student credit hour growth is not received until the next biennium. He commented that TTU is basically trying to get out in front by beginning to try to fill positions and betting that the money to fund them will become available later. Provost Marcy reported that approximately 10% of our tenure track faculty positions are open, which translates to approximately 85 positions, each of which contributes approximately \$70,000 to the lapsed salary account. He went on to say that we must find other sources of revenue to replace institutional funds, such as the lapsed faculty salary account, that are being transferred into scholarships. The provost reported that currently we are transferring approximately 3.6 million dollars per year from institutional funds into merit-based scholarships, and the amount will increase to 5 million dollars next year when the current sinking fund is exhausted. He stated that this burden must be shifted to endowments, some of which will come on stream as the money raised during the Horizon Campaign begins to produce yields. The provost reported that if we could capture the 5 million dollars that is going to scholarships it would fund summer and a 5.5% pay increase for all faculty. He commented that we can't continue to fund scholarships at the expense of the faculty, and by not filling faculty positions, or the quality of work life will go to zero.

Senator Spallholz asked if the provost anticipates that faculty will have 12-month appointments in the future to go along with the 12-month budget. **Provost Marcy** replied that there is nothing to stop us from doing this and we will have to develop some models that are a little different from the ones we are using right now. He commented that the most valuable faculty we have are the ones we have right now, and we need to take a look at what people are good at and what they want to do and what the needs of our programs are, and if that requires a 12-month appointment or a 10.5-month appointment or what ever it is we ought to make the right economic decision to do that. The provost went on to say that we ought to be looking at the roles that people play when they are hired, that there are good reasons to hire people in tenure-track positions that are solely dedicated to teaching who will not be held to the same expectation for funded research and publications. He stated that we should have a full spectrum of faculty that perform the right functions at the right time and are compensated appropriately: just adding faculty is not an across the board solution to some of the situations we are dealing with. The provost commented that we are also going to have to look at the work environment because most people do not leave a job because of salary they leave because the work environment has deteriorated to some degree and they may go some place else

because of better working environment. He stated that he is open to any and all proposals as to how to deal with teaching load, research and service and to not have a one size fits all model for what we do in terms of tenure, promotion, merit increases, etc. Vice Provost Brink added that Provost Marcy might want to comment on the long summer term. Provost Marcy commented that many programs find a 5.5-week summer term difficult to implement, therefore, this past summer these programs offered a 10.5-week summer term as an alternative model to the short summer terms. He went on to state that one model he has proposed is to go to a trimester where faculty will have the option of receiving their 9-month salary for teaching any two of the three trimesters and those who teach all three trimesters would have a 12-month salary. The provost commented that we need to be as open minded as we can as to how we compensate faculty and how we employ them throughout the 12-month period.

Senator Steinhart asked if the provost knows if the annual reviews of administrators specified under OP 30.15 have been routinely performed over the last 5 years and if these could be provided to the Faculty Senate. **Provost Marcy** replied that he would be surprised if they have been routinely performed because he has never received a written evaluation in the five years he was Dean of The College of Engineering. The provost commented that this is an important part of the process and he will give it some attention. **Senator Steinhart** followed up by asking if administrators are required to attend the course offered by the Office of Quality Life on discrimination in the workplace and if this is routinely being complied with. **Provost Marcy** replied that they are indeed required to attend and they are complying.

Senator Floyd asked if the provost, or anyone in attendance, could answers questions related to the gender-bias task force or committee that was established last fall. **Vice Provost Hall** responded by clarifying that the actual name is the Gender Issues Task Force and Senator Reed is the chair. **Senator Reed** explained that the task force met in May and would meet again in two weeks in the Faculty Senate conference room. **Senator Floyd** followed up by asking if TTU would be willing to conduct the same type of collaborative gender study that was done by MIT. Provost Marcy replied that this is what the gender committee is looking at, and we are currently in the process of collecting the gender statistics.

Senator Lucas asked if there is a cap on our growth in order to protect the faculty to student ratio, which is a component of the evaluation for Tier I status, and since the amount of research funding is another component of obtaining Tier I status is there any talk about hiring a professional grant writer. **Provost Marcy** replied by stating that if there is dramatic growth during a biennium there is a dramatic growth fund that can provide some mid-biennium funding, however, it only provides 18 cents on the dollar rather than full formula funding. He went on to say that TTU will generate \$600,000 in dramatic growth funds as a result of the growth during the last year, so it is not always a negative to have mid-year growth. The provost also pointed out that 45% of our budget comes from formula funding and 55% comes from local tuition and fees, which is available immediately. Provost Marcy reported that TTU is already Tier I based on the criteria set by both Carnegie and Florida State University, and in fact we are in the top 50 research intensive institutions based on the FSU criteria. He commented that a much more serious issue is the real faculty to student ratio, because it has a lot to do with how much time faculty can expend on the things necessary to support a strong graduate program and as the student load goes up there is less and less hours in the day to get this done. In relation to the professional grant writer, he said that we are looking at creating such an office as a part of Research Services, which would provide a lot of the logistical support, especially for first time grant writers. The provost also pointed out that the legislature gives us money in proportion to what other institutions generate in formula funding, so if we grow, but we don't grow as fast as other institutions, we could get less formula funding and have more students, so it is not guaranteed that just because you grow you will get more resources.

Senator Steinhart commented that Provost Marcy might want to look into the possibility of hiring someone to assist with manuscript preparation, and added that on the question of gender equity the TTU Gender Equity Committee might want to examine the research by Marion Mason at Berkley on the impact of child bearing and child rearing. **Provost Marcy** replied that one of the perceptions that he has, based on what he observed in the College of Engineering, is that we ought to be willing to stop the tenure clock when it is appropriate so that people, regardless of gender, will not be forced to make trade-offs between career and family. He added that he is going to be very flexible on these issues. **Senator Steinhart** followed-up by adding that there are some precedents for stopping or delaying the tenure clock that other

institutions have documented and he would be happy to provide those to the provost. Provost Marcy replied that he would be thrilled to get it. **Vice-Provosts Brink and Hall** pointed out that TTU has done this in the past.

Senator Held asked if the presence or absence of grant money would cause the provost to veto a dossier that had been approved all the way up. **Provost Marcy** replied that no it would not, from his standpoint dollars do not equate to quality and will never be used as a go or no go for promotion and tenure, or merit, or anything else. **Senator Spallholz** interjected that he was pleased to hear the provost's comments because in a lot of situations it has only been the money that was important. **Provost Marcy** commented that he is interested in what resulted from the grant, and that a lot of grant activity is little more than contract design and development and does not include a lot of real scholarly activity. He went on to say that he is probably more sophisticated than most about looking at these kinds of funded activity and separating the wheat from the chaff. **Senator Held** followed up by asking if there is any overriding consideration that would cause the provost to veto a decision at lower levels. **Provost Marcy** responded by stating that if it was demonstrable that a person could not teach and had no evidence of quality teaching that would probably be the one that would get him. He went on to say that he looks at people one at a time.

Senator Bradley asked if the provost is conceptualizing a single model for summer school that would apply to everyone. **Provost Marcy** replied that he is not, what he wants to do is open up an option, not foreclose on anything we are currently doing.

Senator James asked if the open faculty positions have been approved. **Provost Marcy** answered that he has told the deans to proceed with 70% of the dollars associated with their open positions, and then they take that 70% and make the best choices they can as to which positions to fill. He went on to explain that the 70% is not a magic number, it is the ratio of the 4.5 million to the 6 million, and if we only had 4.5 million in open positions we could fill them all. The provost stated that he expects that we will fill 80 to 85 percent of those positions by next September, and the rest will be rolled forward into the next year.

Senator Held asked if start-up money is HEAF money. **Provost Marcy** replied that the provost's office gets a fund that used to be called faculty startup that he has relabeled faculty assistance and he is using it a little more broadly than it has been in the past. He went on to say that from his perspective, every faculty member that is hired is a candidate for some of that money; we need to use the funds as broadly as possible. The provost commented that one thing he learned as Dean of Engineering was how to play the game of acquiring startup funds and he is going to make sure that every dean and department chair knows how to play the game so that we have a level playing field. **Senator Held** followed up by commenting that his concern is that a lot of the HEAF money has been leveraged for building projects. **Provost Marcy** answered that HEAF money comes in two chunks, it used to be that HEAF money could not be used for construction, but at the end of the last 10 year HEAF cycle that was changed. He went on to explain we are two years into the second 10 year cycle and when they give the money to TTU some is earmarked for construction, and some is earmarked for academic equipment and it is this money that goes to the provost's office. The provost reported that he allocated 2.8 million dollars this year and this money is in the hands of the colleges right now. He stated that a lot of the deans would use this as their part of startup. Provost Marcy also reported that there is approximately \$400,000 in the faculty enhancement account that has not been allocated. **Senator Held** then asked the provost if we are better or worse off than we were last year. **Provost Marcy** responded that we are worse off in terms of total HEAF allocation because HEAF was front-end loaded in the first year of the biennium; 3.6 million was allocated in the first year and only 2.8 million in the second year. He explained that this was done because some people had projects that were going to take time to get going so they were given more money early in the biennium.

Senator Williams asked if we have new information on the hiring of TA's and adjuncts. **Provost Marcy** replied that when we started the year the deans were authorized to spend up to 80% of the vacant money in their budgets to hire temporary visiting faculty, which amounts to approximately 3.4 million dollars. He went on to explain that the all other faculty lines, which typically support teaching assistants, lecturers and instructors, are in the budgets untouched, so departments are using those as they normally would. The provost stated that the line in the departmental budget called the master line is the all other faculty line.

V. Old Business. No old business.

VI. New Business. No new business.

VII. Announcements. **President Blum** announced that Robert Baker, a member of the Athletic Council, will speak at the November 13th meeting and Linda Gilbert will speak at the December 11th meeting. **President Blum** stated that Ms. Gilbert has requested that she be provided with questions in advance and that any questions we have can be submitted through the senate web-site or via email. He will then prepare a list of our questions and deliver them to Ms. Gilbert. **President Blum** informed the Senate that next semester, starting with the January 15th, 2002 meeting; we will be meeting in the Langford lab on the second floor of the Petroleum Engineering building. **President Blum** also reminded the liaisons to university committees or councils to send a brief summary of their meetings to the Faculty Senate secretary.

Senator Steinhart asked if one of the standing committees of the Faculty Senate could be assigned to look into the ombudsman issue. **President Blum** replied that one of the committees would research this issue from our perspective.

Senator Held asked if the report of the committee assigned to prepare a contingency plan for the worst-case funding scenario had been completed. **Vice Provost Hall** mentioned that she just got her copy today. **Senator Held** followed up by asking if we could request a copy of the report. **President Blum** responded that he would obtain a copy of the report.

Senator Held asked if we could inquire of the people in facilities and planning as to whether they are considering additional parking garages, and if so, where and when and how much, and where will the money come from. **President Blum** said that he would explore this issue with Max Hinojosa.

Senator Floyd asked if the Faculty Senate could appoint a committee to explore racial and ethnic diversity issues. **President Blum** responded that he would look into this issue.

Senator Lucas asked if the Faculty Senate could look into other parking issues such as overbooking in area reserved and where you are supposed to park when overbooking does occur. **President Blum** replied that he would explore these issues as well.

VIII. Adjournment. **President Blum** adjourned the meeting at 4:21pm.

Respectfully submitted
Brent J. Shriver
Secretary, Faculty Senate