

**Texas Tech University Faculty Senate  
Meeting # 302, January 12, 2011**

The Faculty Senate met on Wednesday, January 12, 2011 in the Senate Room of the Student Union Building, with **Faculty Senate President Richard Meek** presiding.

Senators in attendance were: Farmer, Kvashny, Mills, Davis, Loudon, Perl, Biglaiser, Boros, Borshuk, Cr. Bradatan, Cox, Drager, Durband, Harter, Held, Mosher, Nathan, Rice, Schmidt, Stodden, Surles, Weinlich, Bremer, Pasewark, Ritchey, Crews, Hendricks, Janisch, Bayne, Darwish, Helm, Matis, Costica Bradatan, Leslie, Blum, Fowler, Gilliam, Ross, Callender, McArthur, Syma, Bradley, Chambers, Chansky, Duffy, Santa, CM Smith, Tate, Ajlouni, Dodds, Heinz, Kelleher, Kucera, Meek, Spallholz and Whitfield. Senators excused were: Fallwell, Lodhi, Rahnama, Lakhani, Wang, Collier, Fowler, Sharp, Wood and Awal.

**I. Call to Order:**

**Richard Meek, Faculty Senate President**, called the meeting to order at 3:15 PM.

**II. Recognition of Guests:**

**Faculty Senate President Meek** recognized our guests: John Strauss and Mallory Barnes (RCM); Bruce Bills (Staff Senate); Matt McGowan (Avalanche Journal); Gad Perry (AAUP); Provost office: Bob Smith (Provost); Valeria Patton (Vice Provost); Rob Stewart (Vice Provost); Nathaniel Haddox (Ombudsman). Gary Elbow (Vice Provost), who is also serving as meeting Parliamentarian.

**III. Approval of Minutes. Senator Julian Spallholz:** Correction was "Rule" out on page 3 should be "Roll" out from TIAA-CREF. The minutes were moved with correction by unanimous voice vote.

**IV. Speaker: Provost Bob Smith.** Overview of: Budget Working Group (BWG) wrap up; Strategic Planning Council; Undergraduate Research Task Force; Provost Office Pod Cast.

*Budget Working Group (BWG) wrap up.*

The Provost has completed 4 presentations to Faculty Senate regarding BWG. As updates occur, there will be more.

Dr. Smith touched on Strategic "Headings": Revenue Enhancements; Practice and Policy Adjustments; Critical needs Hiring process last month.

Critical needs hiring process last month. Reviewing about 95 faculty and about 65 staff positions currently 'open' or vacated for consideration.

*Strategic Planning Council;*

They Published the 2010 – 2020. Third Quarter report from October. Almost all 2010 goals met.

- Two key criteria, research expenditures and PhDs have been met and exceeded.
- Coordinating board needs to clarify others. If we are certified based on what has been clarified, we would meet criteria to be Tier One research Institution by State.

*Undergraduate Research Task Force this semester;*

Hopes everyone appreciates this. Broadly to include humanities, arts and sciences.

- Active Learning Portfolio, along with Study Abroad, Service Learning, et cetera.

- Hope every student graduating will have some active learning experience on graduation.
- May use these as criteria for some scholarships.
- Currently activity is highly distributed across institution.
- Eighty to chair group of 33 persons, includes administrators, students, and faculty.

*Provost Office Pod Cast.*

Katie Allen instrumental in *December* Pod Cast: Communications, Marketing and PO. Highlights Include:

- Michelle Pantoya, ME
- Vickie Sutton, Law
- James Cokendolpher, at the museum on scorpions
- Addition of Food Safety Strategic Hire, Epidemiologists, in Food Science
- Mindy Brashear, Ag Ed and Comm.
- Chris Smith, Music
- Ken Baake, English

Questions for the Provost Bob Smith that were taken from the floor were:

**Senator Lewis Held:** How many openings approved for completion?

**Provost Smith:** about 15

**Senator Charles Crews:** If position listed does that mean it's approved?

**Provost Smith:** Just instituted Critical needs Hiring. Possible to Stop In Action. Still need \$3.2 Million in next few months.

**Senator Julian Spallholz:** Needed to Cut about \$8Million. Need Clarification.

**Provost Smith:** about 5%; so that is very close

**Senator Julian Spallholz:** Faculty salary increases deferred represented about 25% of the cuts. Where was remaining 75% in 2010? What about 2011?

**Provost Smith:** Promises to make sure that list is provided. Numbers changing; but we can get that to the Senate. Our \$182 Million for biennium. Now \$178 Million.

Loss of 11 Million for Stimulus and increases in Medical expenses makes for \$20Million short-fall. ***Our loss could be about \$20-30 million in three years.***

For faculty, fringe is automatically triggered. So this shortfall can be magnified in impact. It is a potentially serious challenge; yet budget has not been established.

**Senator Daniel Nathan:** Every hire is now a strategic hire. Concerns for letters and hires et cetera, are we intermingling Strategic Hires with every hire.

**Provost Smith:** Some differences. Filled 5 senior strategic hires and seek 6 more. Language really meant to suggest everything is strategic in terms of strategic plan goals.

So not all hires are these senior hires; but we'd like colleges to be strategic in thinking about future needs. Hopefully that clarifies the meaning here. Maybe could have been *word-smithed* better.

**Senator Isis Leslie:** So this is not the same as the senior strategic hire.

**Provost Smith:** More a metaphor and intent to be "strategic."

**Provost Smith:** Strategic Hire Group. Hernandez, finance, and Clark, personnel, to assist on strategic hire group. Have met about 5 times; but several more planned soon.

**Senator Lewis Held:** Concern not for tier 1; but the long term goal to enter *American Association of American Universities*, which is a very high hurdle – adding only GaTech in the last ten years, which exceeds our research expenditures by four fold.

Is it worth the strain? And is the benefit worth it?

**Provost Smith:** We have a \$200 Million goal in ten years. Hurdle is high; but the key problem is fellowships, National Academy of Science and the like.

Thinks it worth to shoot high. Not necessarily *stressful*. New strategic hires can fill much of this distance.

**Faculty Senate President Richard Meek:** Expresses concern to gather and coordinate information to implement strategic goals. Hard work.

**Speaker: John Strauss updates on RCM.**

- Consider a case to illustrate RCM model. Can we model a massive cut from the set using 2009 budgets by 10-15%. Analysis from different priorities has been done and shows how to distribute cuts across university if needed.
- Responds to *New York Review of Books*, report on the British experience in moving toward “privatizing” research and whether RCM is a “camel’s nose under the tent.” Taking this down to the individual level is considered by me to be highly inappropriate. “I won’t support it” given the diverse mission of the university. That makes no sense.
- What can we say from a RCM perspective about core mission? We have that material to present; but it is very time consuming; so open to questions today instead.

Questions for the John Strauss that were taken from the floor were:

**Senator Julian Spallholz:** Did we use RCM to decide cuts ahead?

**John Strauss:** If we imposed the worst cuts in 2009. But we did not use the model to *Decide* the cuts. Rather to account for the cut priorities made so we know where we stand in a suggested reallocation. This helps preserve core mission, including many centers to where resources are reallocated.

**Senator Julian Spallholz:** Purely financially, cuts have to go where there are financial deficits. If so, the Honor’s College first to go.

**John Strauss:** Not quite. Revenue centers and revenue deficit areas are assessed together in terms of the collective output.

**Senator Lance Drager:** Concern of faculty is “where do I stand?” Not clear.

**Senator Isis Leslie:** Maybe an objective view could eliminate the Honor’s College. Question is: how do these things relate to the knowledge output of the university?

**John Strauss:** Revenues are not university goals; but they are university constraints. Many measures of what a university *does*. RCM is a measure of what we have to meet the goals of what a university does – to best allocate resources to Best meet those outcomes.

Up to us to decide what we consider the most important goals.

We at least now have a better idea of what this university does over the last century. Allows us to ask the question if that institutional history, going forward, will meet our goals and what resources are needed and how are they allocated?

**Senator Lewis Held:** Is there a chance of college competition would lead to, say, reductions of hiring tenure track professors and replaced them with instructors?

**John Strauss:** I and I think all of us would take offense to that?

**Senator Lewis Held:** Isn’t the exigency a temptation to use RCM as the arbiter?

**John Strauss:** Always some risk; but transparency forces a discipline in decision-makers to explain themselves. We have had the same management structure without the transparency of what and why the university does what it does?

“Bean counters won’t be able to take control!” because faculty will be able to challenge narrow bean counter decisions. Now the faculty will know and apply pressure. Now “behind the scenes,” we can’t challenge. Rather it empowers us to pressure the university to see to priorities as the university community collectively can make those choices.

No advice on how to make that pressure effective. That is what the faculty and staff and other stakeholders have to decide.

“I don’t want to be a part of an academic world that makes decisions by financial decisions.”

**V. Old Business: Academic Integrity: Committee will meet as a group next week and distribute a final version for February meeting.**

**VI. New Business: Report from Texas Councils of Faculty Senates.**

**Senator Michael Farmer:** TTU has been a member for several decades.

Appears some rewards to continuity of persons and institutions over and over again.

Tends to have the following order:

- *Report from each university* on identified topics by Council Officers and suggestions from prior meeting.
- *Policy Update:* Legislative or press update.  
  
Many other schools worse off. Same word on cuts we have heard from administrators here.
- Observation from the structure of discussion that at times separate Senate meetings from AAUP program:  
Appears that having an active faculty Senate *and* an active AAUP seems necessary for a functioning and meaningful Senate body. As roles differ between, broadly, governance and oversight. Failure to have both weakens the "shared governance" role of the Senate.
- Some presentations and reports of success of faculty governance with diverse models of active senates across the state.

**Senator Lewis Held:** Does this organization testify to the Assembly?

**Senator Michael Farmer:** No. Relationship with Coordinating Board is the central conduit. Fortunately, they typically have a representative show up at the Austin meetings; and need to maintain that relationship.

#### **VII. Announcements-Faculty Senate President Richard Meek:**

Two New Committees to be available as budget adjustments arise over the summer. One for General Budget reallocations, and a second to consider possibilities of reorganization of academic programs – these may have to be active over the summer.

Remind officer elections coming up. Please consider running for office. Nomination Committee appointed.

Survey of Administrators will be closed and results expected within a month.

**Senator Julian Spallholz:** Please enter reference for New Review of Books Article in minutes.\*

\* Per request: *Academic Capitalism and the New Economy: Markets, State, and Higher Education*. By Sheila Slaughter and Gary Rhoades. Johns Hopkins University Press. 384pp. 2004.

*New York Review of Books Article:* <http://www.nybooks.com/articles/archives/2011/jan/13/grim-threat-british-universities/>

**Faculty Senate President Richard Meek declares, seeing no further business, meeting is adjourned.**