



TUFS

Tennessee University Faculty Senates

Representing over 10,000 united university faculty at nine state institutions of higher education.

TUFS MEETING, August 14-16, 2009 Nashville, Tennessee, Marriot Courtyard-Airport

MEMBERS PRESENT (ALPHABETICAL BY INSTITUTION)

Austin Peay State University (APSU)	Phil Kemmerly, Lori Buchanan, David Major, William Rayburn
East Tennessee State university (ETSU)	Fred Alsop, David Champouillon, Paul Trogen
Middle Tennessee State University (MTSU)	Deborah Belcher, Warner Cribb
Tennessee State University (TSU)	Tony Blasi, Jane Asamani
Tennessee Technological University (TTU)	Linda Null
University of Memphis (UM)	Jeffrey Berman, Wade Jackson
University of Tennessee-Chattanooga (UTC)	Pedro Campa, H. Lyn Miles, Shela Van Ness
University of Tennessee-Knoxville (UTK)	Toby Boulet, John Nolt
University of Tennessee-Martin (UTM)	Kathy Evans, Jenna Wright

GUESTS

Tennessee State Representative Beth Harwell, District 56 (Nashville)

OFFICERS

John Nolt, President
Jeffrey Berman, President-Elect
H. Lyn Miles, Secretary

1. WELCOME & INTRODUCTIONS

President Nolt (UTK) welcomed representatives from all the four-year universities of the State of Tennessee. TUFS members introduced themselves and Nolt reviewed the Agenda for the meeting.

2. APPROVAL OF MINUTES OF THE LAST MEETING

Nolt (UTK) distributed copies of the minutes of the last meeting, highlighting that the main goal of this meeting will be the creation of a TUFS position paper on Tennessee Higher Education, toward which Nolt urged that the TUFS members develop a unified voice. Evans (UTM) suggested the deletion of "but not meeting" on p. 2. Boulet (UTK) moved and Evans (UTM) seconded accepting the minutes as corrected. The minutes were approved as amended. Later in the meeting, Alsop (ETSU) moved to reopen the approval of the minutes, and Berman (UM) moved and Van Ness (UTC) seconded that the minutes be further amended to include a list of participants who attended the meeting, and to make corrections to statistics reported for ETSU, namely that the ETSU Senate Secretary does not get released

time, the President and Secretary get a stipend of \$2,100, and the President gets a summer stipend of \$2,400. The amendment passed unanimously.

3. TUF S CONSTITUTION & MEMBERSHIP VOTING

Berman (UM) reminded the members that TUF S membership consists of the President of a Faculty Senate/Council plus one representative (other faculty may be invited by the President), with each delegation having only one vote. The TUF S Secretary should contact each Senate Secretary at the beginning of the year to determine who will be the voting representative from that institution. In response, Boulet (UTK) moved suspension of rules with no objection. Nolt (UTK) called the institution role to identify the voting member for each delegation.

4. JOINT TBR-UT COMMITTEE ON TENNESSEE HIGHER EDUCATION

Nolt (UTK) reported the activities of the joint TBR/UT Committee on Tennessee Higher Education. The Committee is chaired by UT Vice President Bonnie Yegidis and includes several Provosts plus two faculty Presidents. The Committee charge is to collect comparative information and make some incremental progress in avoiding duplication of, and smoothing differences between, the UT and TBR systems, not to make a grand reorganization of higher education. The Committee reports to the UT Interim President Jan Simek and TBR Chancellor Charles Manning, and has had three meetings with at least one more planned. A Committee report will be produced in September 2009 and will include:

- List of TBR and UT programs
- Mission statements of UT & TBR universities
- Statistics with geographic data allowing the identification of potential duplication of programs
- Guiding principles for general efficiency
- Analysis of programs with observations and recommendations for closure and consolidation
- Appendices with information regarding the origins & history of UT and TBR separate systems
- Comparison of Tennessee's 2-system structure with other state higher education systems

No specific recommendations for mergers, expansions, closures, etc. or regarding the future of THEC or other global remedies, will be made in the report. Therefore, Nolt (UTK) concluded that TUF S may be the only entity that is in the position to make recommendations for substantial changes and significant reform of Tennessee higher education, and that should craft a compromise document, ratified by our Senates, and presented to the UT and TBR systems, Governor Phil Bredesen, and the Tennessee Legislature.

Berman (UM) stressed the need for approval of the TUF S position paper by the various TUF S Senates before the end of September, urging that it be placed on the agenda of the first Senate meeting of each institution, and that Senators be given advance notice by their leadership. Nolt (UTK) explained that there was no time for amendments to the TUF S resolution and that Senates could only approve or disapprove the position paper in its entirety. Blasi (TSU) made a suggestion based on the University of California system of one admissions office for all campuses in the state system, and Nolt (UTK) said he would forward that to the Committee.

5. TUF S POSITION PAPER ON THE REORGANIZATION OF HIGHER EDUCATION IN TENNESSEE

Nolt (UTK) addressed the draft TUF S Position Paper on the Reorganization of Higher Education in Tennessee which was distributed, and TUF S members discussed the extent to which the document should be prescriptive and propose structural specifics as proposed by Nolt (UTK) and Berman (UM). Campa (UTC) suggested a more general philosophical statement of the nature of universities. Blasi (TSU) suggested TUF S propose a mission-specific structure, not a geographic one. Boulet (UTK) suggested a

structure keyed to reducing programs and program duplication given reductions in state funding. Wright (UTM) suggested stressing programs that support community needs. Berman (UM) suggested avoiding institutional “mission creep,” and that the state needs internationally recognized higher education with institutions other than Knoxville that can deliver it. Nolt indicated that the Governor’s goal of economic efficiency might result in a flattening of the administration, and that the TUFs position paper should recommend elimination of THEC and combining TBR and UT in the interest of eliminating waste, although there would be a natural tendency for agencies to try to perpetuate themselves.

Berman called for a discussion of eliminating THEC and merging the two systems. Campa (UTC) favored both. Wright (UTM) favored only eliminating THEC. Kemmerly (APSU) stated that THEC arose because the two systems could not agree, and that any structural change would require the merger of the two systems. Null (TNT) said THEC may perform important functions, and Wright (UTM) pointed out that THEC also regulated of profit universities. Blasi (TSU) suggested a structure with unpaid boards for each campus with a central administration to govern academics. Champouillon (ETSU) suggested that reduction of administration and cost-saving should be the driving factor. Nolt (UTK) said the consolidation of the two systems would result in a savings of \$20M, and many more administrative savings would be required to make a difference.

Nolt (UTK) asked for a straw vote on eliminating THEC. Cribb (MTSU) said we need to see a benefit to eliminating THEC, and Nolt (UTK) replied that it would be to increase the number of teachers in the classroom. Cribb (MTSU) said that institutions were concerned about the fate of fragile graduate programs. Campa (UTC) reminded that cuts were coming regardless of any reorganization plan. Nolt (UTK) stressed that any cuts should be with full faculty participation. Blasi (TSU) cited a self-study showing that TBR universities have too much administration. Cribb (MTSU) suggested we stress viable programs. Major (APSU) asked if the Committee report would cover this; Nolt (UTK) stated that the Committee report would be more general. Berman (UM) noted that TUFs was not in a position or timeframe to collect and analyze large amounts of data.

Campa (UTC) reported that unpaid Boards select themselves, and Alsop (ETSU) said Board searches cover a wide area of the community. Null (TNT) said that abolishing THEC and flattening administration are both popular on her campus and should be justified by cost-cutting. Berman (UM) urged that both issues, elimination of THEC and creation of a unified system, should be taken together. Campa (UTC), Blasi (TSU), Nolt (UTK), and Champouillon (ETSU) discussed the role of faculty expertise in trimming administrative bureaucracy, and stressed that efficiencies could be gained by a faculty governance role in flattening of administration. Alsop (ETSU) expressed concern about faculty research priorities. Buchanan (APSU) asked for more investigation of the issues and expressed favoring draft items 1-4 only, plus elimination of THEC. Belcher (MTSU) did not want to go beyond item 3.

Nolt (UTK) asked for agreement on eliminating THEC. Cribb and Belcher (MTSU) said that TUFs could suggest cost-saving centralization of system resources, e.g., library, records, etc., and let the political process decide the structure. Boulet (UTK) pointed out that that was how we ended up with two systems, and Nolt reiterated the need for one system. Blasi (TSU) pointed out the legislature already decided to devote money to community colleges because it was cheaper for students, resulting in community colleges needing adjuncts and four year universities cutting programs. Campa (UTC), Berman (UM), and Alsop (ETSU) all agreed that one system would allow greater movement of students among campuses, faculty collaboration, exchange programs, and greater cooperation from the bottom up, all resulting in empowerment of 10,000 TUFs faculty and a bigger share in governance. Nolt (UTK) suggested that TUFs members work on an efficiency list the next day.

Cribb (MTSU) made a motion to adjourn. The meeting was suspended at 9:05 p.m.

The meeting resumed at 9:05 a.m. on August 15, 2009.

6. PRESENTATION BY TN REPRESENTATIVE BETH HARWELL

Kemmerly (APSU) introduced Tennessee Representative Beth Harwell (R-Nashville) who made a presentation about her legislative experience and the likely reorganization of Tennessee higher education. Harwell strongly recommended that any group wishing to influence the process be prepared to answer questions such as “What do we want for the system?” and “Why does it need to be reorganized?” She stressed that Tennessee can no longer afford three systems of higher education: THEC, TBR & UT but that an alternative option would be to remove either THEC or TBR administration; create community boards for TBR schools, and leave the UT system as is.

Representative Harwell reported that legislators are seeking funding based on graduation rates, not enrollment. Miles (UTC) asked why Tennessee was first in roads and highway construction in the nation and only 41st in higher education? Harwell related this to the general education level of Tennessee and the need for labor jobs. Berman (UM) advocated for creation of strong programs at the major campuses rather than proliferation of small programs at regional campuses. Van Ness (UTC) cited the relatively uneducated state population and need for access, and Van Ness (UTC) and Boulet (UTK) stressed the need for better prepared students coming from the two-year universities. Harwell said that two-year institutions should raise their standards and should be in a separate structure from the four-year universities. Blasi (TSU) discussed the importance of research, trimming of both administrators and programs, and individual boards for each TBR university.

Representative Harwell asked TUFSS to suggest a model she could take, in a bipartisan effort, to the Senate Higher Education Sub-Committee. Harwell bluntly stated that the selling point for reorganization is saving money—not international reputation or cutting administration *per se*, so TUFSS should look at efficiencies and reorganization. Representative Harwell also stressed that TUFSS work together to be united in support of its position paper and advocate with the Governor, Legislature, and in their communities for the ideas that it contained through the political process. The deadline for proposing the position paper to the Legislature for higher education reorganization would be this fall, while specific cost-cutting suggestions could be conveyed as late as January 2010. Representative Harwell suggested working closely with the Finance and Education Committees, and said that she would do the same. Representative Harwell said that it was a personal goal of hers to assist Tennessee in its reorganization of higher education and cost-cutting.

7. REPORT OF FACULTY SENATES

President Nolt (UTK) called for reports from the faculty Senates of each member institution:

East Tennessee State University

Champouillon (ETSU) reported that the Senate arranged a meeting with local legislators including Ramsey, Mumpower, Williams and Hill (only Hill attended). The ETSU Senate Executive Committee favors tax modernization but there were concerns that an election year may not be good time to propose this, and that a student group might better forward the idea with faculty support. ETSU has focused on their *Faculty Handbook* and definition of faculty issues, gaining approval of a non-retroactive policy stating that those with administrative positions need to be approved by each department as voting members. Alsop (ETSU) added that the Provost cannot negotiate contracts for administrators without getting approval from departments. The Senate President is now on Senior Staff of University President. The Senate president term is now also 2 years. The Academic Council membership has been

negotiated with the addition of several more administrators who are faculty. Stipends or released time for Senate executive officers has been implemented: President (3 hours or \$2,100 each semester plus \$2,400 for summer); Vice President (title was changed from President-Elect, 3 hours released time or \$2,100 spring semester only; Past-President (3 hours released time or \$2,100 fall semester only); Secretary (3 hours released time or \$2,100 each semester). Starting in 2010-2011, the Senate President will serve a two-year term.

University of Tennessee – Chattanooga

Campa reported that a major UTC concern is discontinuation of programs, and that the UTC University committee making recommendations regarding discontinuation needs more faculty representation. UTC has the largest freshman class in its history, classes are over filled and this is putting a strain on faculty. The Provost wanted a mandatory attendance policy for retention purposes, since UTC had been cited for a low graduation rate, but the Senate required that such policies be generated from the Senate, and that this attendance policy should be voluntary. UTC hired 17 new faculty, most without terminal degrees, so the level of part-time instruction is more than 28% and many departments now consist of a majority part-time or non-terminal degree faculty. Campa (UTC) stated that the United Campus Workers union was growing on the UTC campus. He said that the issue of faculty salary compression will be addressed this year and that some funds would be used for that purpose.

In response to the addition of the equivalent of a whole new section added to a course enrollment without additional compensation, the Associate Provost had indicated that the Provost believed that it was cheaper to add part time instructors, and enrollment to full-time faculty courses, than to give full-time professors additional compensation to teach overloads. Null (TTU) commented that TBR schools also have limited overloads, and Champouillon (ETSU) reported that ETSU gets automatic overload pay for anything over 9 hours.

University of Tennessee – Knoxville

Boulet (UTK) reported that UT President Simek has formed a task force to determine the best reporting path for UTK athletics, given the belief of many that UTK would be better served by having the teams returned to that campus, and having the UT system focused on broader administration of the system and not an individual campus athletic or other program. To that end, Interim President Simek is also soliciting input for a task force of the UT Board of Trustees that will examine the role and function of the UT system.

UTK Chancellor Jimmy Cheek was instrumental in getting the legislature to restore funding for several capital projects that had been cut from the state budget, resulting in approximately eight capital projects in progress. He also initiated the first annual all-campus faculty meeting, with a joint invitation from both the Chancellor and Senate President, which emphasizes faculty shared governance. The Senate President is still not included in the Provost's meetings with the Council of Deans, but the Provost has agreed to summarize the Dean's discussions for the Senate and to invite the President to meet with them once per semester. The Provost is making good progress in the regularization of the processes by which Deans, Directors, and department heads are reviewed. UTK is also working on an official policy regarding the awarding of honorary degrees.

There were 31 new faculty at the UTK 2009-2010 orientation, down 60-80% in recent years. Contingent faculty is now 25% but has no representation on Senate at this time. The Senate Retreat will deal with several issues: the end of the stimulus funds; academic efficiency that can be realized by changing the way things are done; how savings can be achieved by using the PRRR process; and the potential

reorganization of administration of higher education in Tennessee. Finally, the UT Senate has added a Systems Relations Committee.

University of Memphis

Berman (UM) reported using the knowledge gained from other TUFs institutions' practices to improve faculty governance at UM. Based on the UTK model, Berman (UM) reported the addition of a Budget & Finance Committee to the UM Senate, and to begin to examine the percentage of budget spent on administrative costs compared to peer institutions. A Legislative Liaison Committee was also added to coordinate communication of faculty views to legislators and the general public. He noted that every institution in the TBR had a Senate President on the university President's Administrative Council, so UM has now added this also. The Senate asked for representation on the IT Committee, and for the first time now has a voting faculty representative regarding deciding the use of Technology Access Fee (TAF) funds. Memphis added TUFs pages to its website and urges other campuses to do the same, as well as to use the information gathered by TUFs on the operation of the senates of member institutions to improve faculty governance on each TUFs campus.

The UM Senate agreed that its Executive Committee can serve as the Senate body and make decisions over the summer that will be confirmed in fall by the full Senate. UM has approved a new agreement form for Senate-appointed faculty representatives on administrative committees that commits representatives to report and consult with the Senate about their committee activities. The Senate has informed the UM administration that faculty representation is deemed valid only when appointed by the Senate or voted by faculty. The Senate now has links to printable PDF versions of the current and recent past years of the *Faculty Handbook* available on the University's website. At first, the Provost changed the *Handbook* and P&T process to read, "whenever you come up for tenure & promotion you come up under current rules," which was not approved by Senate. The Senate Executive Committee negotiated with the administration for altering the language and the administration said that the Senate could consider the changes.

There was also favorable resolution of two recent disputes with the Provost, one involving the removal of an unapproved change in the Faculty Handbook and the other having to do with the President of the Senate presenting at the General Faculty Meeting at the beginning of this academic year.

Middle Tennessee State University

Belcher (MTSU) reported that MTSU is going to celebrate with a series of events focused on past administrators who have made various suggestions for fund raising. The Senate is interviewing the past presidents and adding this to the MTSU website for a "History of MTSU" section. The MTSU Retreat will include a business meeting, presentation by the President, panel discussion with local legislators, and an evening session with all legislators invited.

The Senate meets weekly in the summertime with the MTSU President and Dean's Council and other administrative bodies. The teaching load is 12 hours at MTSU. The Senate President receives 9 hours released; the President-Elect receives 3 hours; and the Past-President receives 3 hours. Cribb (MTSU) reported that budget cuts have been public at MTSU with good faculty input. There will be some administrative restructuring involved in the merging of colleges. In general, the institution has good integrated shared governance. Blasi (TSU) asked about cut-back satisfaction, Belcher (MTSU) reported general satisfaction on this issue.

Tennessee Technological University

Null (TTU) reported that the Senate President is on the President's advisory committee meeting which

meets once a week, and has a good relationship with the administration. TTU is experiencing a large enrollment at the same time as losing faculty. Pay for adjunct instructors is low making recruitment difficult. The Provost is emphasizing residential colleges for recruitment and also a more student-friendly library with a library commons. One of the main concerns of the Faculty Senate is the university's abundant use of adjunct faculty, especially in certain fields such as education.

Austin Peay State University

Buchanan (APSU) reported on the resolution of travel issues regarding when faculty responsibilities end, for example on fieldtrips or travel abroad. The Senate worked with the Provost on revision of tenure and promotion. Budget transparency with faculty participation was achieved and the Senate budget was increased from \$1,500 to \$5,000. Faculty needs more input into advisement, so a committee set up by the Senate. Faculty contract issues with Fort Campbell are being addressed. The Senate has a close relationship with AAUP which has been helpful.

Tennessee State University

Blasi (TSU) reported that there was inadequate faculty governance at TSU. Three degree programs were eliminated over the summer. Faculty objected and will be meeting over the issues and formulating a strategy. The TSU President has made overtures to address the faculty governance issue and progress may result.

University of Tennessee – Martin

Wright (UTM) reported that UTM ranked number two in the state regarding graduation rate. UTM would like the Hope scholarship to allow for summer school enrollment. The Senate retreat will be called, "Senate is What We Make It," with outreach to faculty. There was a Legislative report from the UT system office of State Relations and address by President Simek. UTM has good shared governance, with weekly meetings with the UTM Chancellor even over the summer. The Senate President-elect meets regularly with the Deans. Berman (UM) commented UM has a Faculty Input Committee which sends out surveys asking for faculty opinion. Nolt (UTK) reported that UTK has no printed catalogs this year, only electronic. Berman (UM) indicated that UM has only an online catalog. UM now has all past *Faculty Handbooks* as well as current one, in pdf form. Miles (UTC) asked about retreats on TUFs member campuses, and nearly or all TUFs campuses reported such retreats, except UTC.

8. RESOLUTION ON TAX MODERNIZATION

Nolt (UTK) read the TUFs resolution on tax modernization from the previous meeting and solicited discussion toward the goal of getting Faculty Senates' approval. Berman (UM) requested that a separate statement be emailed to TUFs institutions for presentation to their Senates. TUFs members expressed support, but stressed bringing the TUFs higher education reorganization position paper before the Senates first.

Blasi (UM) moved to go into Executive Session. There were no objections. Discussion regarding the resolution on tax modernization followed. TUFs then returned to normal session.

Champouillon (ETSU) moved and Boulet (UTK) seconded that the timing of the tax modernization resolution be delayed until Jan 1, 2010 and the Spring TUFs meeting. Nolt (UTK) indicated that community taxation groups could request to speak to any Senate in the state. Alsop (ETSU) called the question; Jackson (UM) seconded, with no objection. The motion passed unanimously.

With no objections, the meeting was suspended at 12:00 noon for lunch.

The meeting resumed at 1:35 p.m.

9. TUFSS POSITION PAPER ON REORGANIZATION OF HIGHER EDUCATION IN TENNESSEE, CONTINUED

Nolt (UTK) suggested a procedure for developing the TUFSS position paper. He stated that each member Senate would consider the position paper, voting by majority either to adopt or reject the position paper in full. He said there was realistically no time for further editing or additions since member Senates would be meeting soon and there was urgency in getting TUFSS views before the Legislature as soon as possible in order to fully participate in the political process. It was also important that TUFSS present a united voice regarding cost savings and reorganization. While the final position paper might not please everyone in all respects, it would carry a strong message of unity and higher education reform to the Governor and legislators.

With this charge, TUFSS members discussed modifications to the draft proposal and made suggestions for new items. Nolt (UTK) asked Boulet (UTK) to keep a running list of the suggestions (attached).

Berman (UM) moved and Champouillon (ETSU) seconded to accept items accept Sections 1-3. Blasi (TSU) made a friendly amendment to replace "bodies" with "levels" in item III.5. Boulet (UTK) suggested "at" rather than "by." Trogen (ETSU) suggested replacing "monetary" with "fiscal" in Section II. Belcher (MTSU) suggested accepting these ideas more generally and doing editing later via email. Evans (UTM) said faculties would want clarity on key aspects of the document. Wright (UTM) suggested "represents" not "representing" in Section I. Trogen (ETSU) suggested adding, "development of new programs where they are needed." Champouillon (ETSU) suggested reversing the sentence in Section III.4 to end with "and the elimination of..." Rayburn (APSU) stated that there will be continuing pressure to consolidate programs so it will be important to differentiate programs. Blasi (TSU) suggested adding TUFSS supports the elimination of unnecessary duplication "within regions," in Section III.4. Van Ness (UTC) suggested letting the legislature define the boundaries of regions. Boulet moved and Blasi (TSU) seconded to reverse the word order in Section III.4 and put the positive item first. The motion passed by acclamation.

Blasi (TSU) moved adding "within service area." The motion passed with no objections.

Buchanan suggested adding, "campus level control of tuition and fees and revision of library item wording. Berman (UM) suggested we look first at those items within faculty expertise and those Representative Harwell appeared to support. Blasi (TSU) said we need to decide about whether we are talking about one system or two. Boulet suggested we first address items: 1, 3, 4, 7, 8, 13, and 14. Blasi (TSU) moved and Van Ness (UTC) seconded the adoption of Sections I through III as revised. The motion passed unanimously.

Cribb (MTSU) regarding Item 7, supported curriculum over more than one institution in the development of joint academic programs. It allows institutions to move forward with graduate programs with least financial impact. Blasi (TSU) moved, and Alsop (ETSU) seconded the addition of joint academic programs. The motion passed unanimously.

Blasi (TSU), regarding Item 13, suggested changing "records" to "application materials." Trogen (ETSU) suggested limiting the number of schools students to which students could apply. Buchanan (APSU) mentioned the issue of job loss vs. overall savings. Rayburn (APSU) suggested leaving acceptance to campuses. Blasi (TSU) moved, and Cribb (MTSU) seconded, to accept these changes. The motion passed by majority vote.

Boulet (UTK) prepared a Draft 2 of the position paper for TUFSS further consideration, and distributed this to the meeting.

10. PHIL KEMMERLY (APSU) PRESENTATION ON AAUP EFFORTS REGARDING TENNESSEE HIGHER EDUCATION

Kemmerly (APSU) reported that a local chapter of the American Association of University Professors (AAUP) has been meeting with certain legislators regarding Tennessee higher education reform. He stated that AAUP hopes to bring TUFs recommendations to a forthcoming AAUP meeting. There are six or seven key legislators in the higher education issues. In presenting issues to legislators, TUFs needs to show how its recommendations save money and help students. Legislators further argue that we need to connect industrial development and quality jobs with higher education. We have a perfect storm: higher education is increasingly in a downturn; we have interim heads in both higher education systems; and increasing inefficiency throughout both TBR and UT. AAUP forensic accountants have analyzed UT and TBR finances and found evidence of complexities suggesting inefficiencies.

Boulet (UTK) asked about status of Knoxville, and Kemmerly (APSU) suggested a reorganization scenario in which the TBR universities would join UT; TBR would be disbanded; the TBR community colleges would be organized into a separate board, and THEC would be disbanded. Cribb (MTSU) asked how creating one four-year system saves money? Kemmerly (APSU) replied that the savings would be substantial and that Tennessee would not likely institute another THEC in the future. Trogen (ETSU) asked about reports of corruption in the UT system. Nolt (UTK) stated that reform had been instituted.

Blasi (TSU) cautioned speaking prematurely to the press. Van Ness (UTC) suggested a push back of joining the United Campus Workers union as well as local boards engaging in fund raising for our institutions with local determination of tuition.

Alsop (ETSU) stated that if one Tennessee higher education system were created under the "University of Tennessee" structure, that the UT board could not be on an individual campus, as it is now, especially given the difficulties reported by the UTC campus. Nolt (UTK) assured that the possibility of moving the UT system to Nashville was already in progress. Champouillon (ETSU) summarized the impressions of many TUFs members by observed that the state does not want to put the cost of education on the student, but is instead putting it on its faculty.

The meeting was suspended at 5:05 p.m. for dinner.

The meeting was resumed at 7:20 p.m.

11. TUFs POSITION PAPER ON TENNESSEE HIGHER EDUCATION DISCUSSION CONTINUATION

Blasi (TSU) moved acceptance of Item 4 as discussed and amended. The motion passed.

Blasi (TSU) moved acceptance of Item 6, Van Ness (UTC) seconded. The motion passed.

Null (TTU) argued against the higher education administrative software Banner, and expressed concern that TTU faculty would over focus on negative issues regarding its implementation in reviewing the position paper. Miles (UTC) said it worked well the way it was organized and implemented in Georgia. Van Ness (UTC) suggested wording "IT inter-connective system", and Trugen (ETSU) motioned to amend this to "inter-connected IT system." The motion passed.

Trugen (ETSU) raised issues about Item 10, saying that purchasing through the Staples company has been more expensive. Van Ness (UTC) said if all campuses had the same agreement there would be a lot of buying power. Boulet (UTK) proposed centralization of Items 2, 5, 9, 10, 11. Boulet (UTK) moved, and Blasi (TSU) seconded, that motor pool be included in "purchasing." The motion passed.

Van Ness (UTC) suggested reducing state funding for athletics. Berman (UM) said communities are entrenched regarding athletics and that this would be difficult. Berman (UM) moved no athletic recommendations and deletion of Item 12 and Miscellaneous 2. The motion passed.

Blasi (TSU) moved acceptance of Item 14, and Jackson (UM) seconded. Blasi (TSU) argued for a unified policy on the number of full-time administrators per student for different campuses. Alsop (ETSU) said campuses may be too different to do this. Boulet (UTK) suggested a unified rational policy. Buchanan (APSU) favored examining the number of fulltime administrators and students. Berman (UM) suggested each campus should study the data and report it to legislators. Nolt (UTK) indicated that there are relatively standard measures of student/administrator ratios and data were collected and examined by the UTK Budget Committee. Champouillon (ETSU) suggested an addition to Item 3 to include campus administrations. Alsop (ETSU) said it was already included in Item 5. Berman (UM) said that the problem is tying it to the number of students. Van Ness (UTC) suggested looking at the percentage of the total budget that goes to institutional support, instead. Berman (UM) said legislators don't have the power or time to collect the data. Champouillon (ETSU) argued for examining the portion of campus budgets used for administration. Trogen (ETSU) suggested this figure should be on the first page. Jackson (UM) said that this would encourage distortion. Berman (UM) called the question. The motion passed.

Champouillon (ETSU) moved to strike Miscellaneous 1; Campa second. The motion passed.

Asamani (TSU) moved to strike Miscellaneous 3; Buchanan second. The motion passed.

Buchanan moved to strike Miscellaneous 4. Berman seconded. Trogen (ETSU) offered a friendly amendment that all new degree programs including on line programs must be approved by the Senates before adoption. Campa (UTC) seconded. Null (TTU) said this already occurs on campuses. Champouillon (ETSU) said that it already goes through curriculum committee. Blasi (TSU) said that ROTC degrees do not go through the Senate. Cribb (MTSU) asked if there were totally online courses at other institutions. Campa (UTC) stated that no board should give a degree without senate approval, and suggested wording to the effect, "All new programs including online programs must be approved by Senates." The friendly motion was defeated. The motion to strike Miscellaneous 4 passed.

Buchanan (APSU) moved to strike Miscellaneous 5. Berman seconded. Berman call the question. The motion passed.

Alsop (ETSU) moved to strike Miscellaneous 6. Belcher seconded. The motion passed.

Champouillon (ETSU) suggested support for Miscellaneous 7, lottery money for capital projects and maintenance. Boulet (UTK) move to strike Miscellaneous 7. Buchanan (APSU) seconded. Jackson (UM) said that lottery funds have been given to TBR on an occasional basis. The motion passed.

Campa (UTC) moved to accept Miscellaneous 8, campus control of local tuitions and fees; Trogen (ETSU) seconded. Berman (UM) said legislators would not micromanage. Buchanan (APSU) said that this issue might be legislated. Cribb (MTSU) suggested that this was not a cost saving idea. Van Ness (UTC) stated that the pressure to save money has been on the faculty's backs, not the administration's, so we should be allowed to set our tuition fees. Berman (UM) recommended against the motion. The motion did not pass.

Trogen (ETSU) asked about Section 4. Blasi (TSU) said we need to address general reorganization. Champouillon (ETSU) motioned to discuss this in the morning. Wright (UTM) seconded. The motion passed.

Belcher (MTSU) asked if it would be possible to have the next TUFSS meeting at MTSU on April 9-11, 2010, and to meet on campus. Nolt (UTK) replied that that would be acceptable. Champouillon (ETSU) moved that MTSU host the next TUFSS meeting, and Blasi (TSU) seconded. The motion passed. Nolt (UTK) stated that new officers would be elected at that meeting as well.

The meeting was suspended at 9:00 p.m.

The meeting resumed at 8:30 a.m. the next day, on Sunday, August 16, 2009.

Nolt (UTK) and Boulet (UTK) presented the revised draft of the TUFSS position paper on reorganization of Tennessee higher education. Blasi (TSU) moved and Van Ness (UTC) seconded deletion of the underlined section. The motion passed.

Cribb (MTSU) recommended a change Item 3.1 to “two-year community and technical colleges, a foreign language institute, and six universities of which five have doctoral programs.” Buchanan (APSU) recommended a change to “reorganization of higher education should achieve the following objectives”. Cribb (MTSU) recommended a change to Item 3.4 to “the students of Tennessee.” Buchanan (APSU) recommended a change of Item 3.3 to “library resources.” Buchanan (APSU) said across the state we have each institution contracting for vendors and library resources and it would save money to consolidate those activities. Nolt (UTK) suggested changing this to “students and faculty.” Null (TTU) said to focus on key word “access.” Blasi (TSU) suggested removing “access to,” leaving “seamless system-wide library resources for students and faculty.” The final wording was determined to be: “Seamless System-Wide Access to Library Resources for Students and Faculty. This was approved by consensus.

Blasi (TSU) suggested that Item 4.3 be change to “courses and course objectives” instead of “competencies.” Boulet (UTK) suggested reducing the jargon. Berman (UM) asked what is meant by “non-applied.” Van Ness (UTC) suggested ending it with a period after “core curriculum.” Trogen (ETSU) suggested taking out “non-applied”. Van Ness (UTC) suggested collecting general education requirements from all the TUFSS universities, and attaching them to our position paper. Berman (UM) motioned approval of these suggestions; Campa seconded. The motion passed.

Berman (UM) moved to have each Senate vote up or down on the position paper. Champouillon (ETSU) seconded. Campa (UTC) made a friendly amendment that TUFSS senates should “endorse” the position paper. Nolt (UTK) expressed concern about the structure issue. Berman (UM) withdrew his motion.

Cribb (MTSU) moved; Boulet (UTK) seconded a motion to move onto structural reorganization. This was approved by consensus.

Blasi (TSU) presented a statement “There are several good ways to organize the governance of higher education in Tennessee. However we suggest establishing a separate system for the community colleges and technical schools and a merging of the Tennessee Board of Regents universities and the Tennessee Foreign Language Institute into the University of Tennessee system. The administration of the resulting university system should be located in Nashville. We recommend that each campus in the new system have a local advisory board that is unpaid, self-perpetuating, and dedicated to the interests of its local university. University faculty senates should be involved in all stages of the development of this new system.”

Null (TTU) suggested eliminating the last sentence. Berman (UM) suggested eliminating “within commuting distance of one another.” Alsop (ETSU) suggested adding “reorganization” to “relocation of

the UT system. Berman (UM) moved to add a sentence about shared governance, but eliminate that phrase. Trogen seconded. The motion passed.

Jackson (UM) moved striking the last sentence. Motion was approved by consensus.

Cribb (MTSU) suggested changing “into” to “with the University of Tennessee system.” A discussion regarding the foreign language institute followed. Berman (UM) suggested leaving the language institute out. Berman (UM) moved, Campa seconded, removing “foreign language institute”. The motion passed.

Cribb (MTSU) suggested that the wording additionally protect institutions with doctoral programs. Berman (UM) argued that we should not get into turf protecting issues of individual institutions. Jackson (UM) supported Berman and pointed out that MTSU has strong political support. Trogen (ETSU) said there is fear among the smaller TBR schools about possible loss of programs. Buchanan (APSU) suggested adding in boldface “research informs good teaching.” Van Ness (UTC) suggested “student involvement in research should be encouraged.” Blasi (TSU) pointed out that the cost of doctoral programs would be considered. Buchanan (APSU) moved adding in Item 3.3: “Research Informs the Education Process. Beginning in the undergraduate years, research informs the teaching and learning process. Graduate education and research activities of each university should fulfill its mission statements and facilitate accreditations.” Asamani (TSU) seconded. Berman made a friendly amendment, Turgen seconded, to take out “graduate”. Cribb (MTSU) argued including “graduate” to protect doctoral programs, and add “undergraduate”. The motion failed.

Boulet (UTK) moved to add “undergraduate.” Alsop seconded. The motion passed.

Buchanan (APSU) moved, and Van Ness seconded, adding:” Regional access to graduate programs is imperative for an educated citizenry and workforce, and should be maintained.” The motion passed.

Cribb (MTSU) asked if the joint TBR/UT Committee was aware of the state pressure to create one system. Nolt (UTK) replied that they were and that there will be some push back. Null (TTU) questioned the merits of one system given the negative experiences of UTC and UTM. Miles (UTC) stated that UTM was content with the UT system, and Wright (UTM) agreed. Miles (UTC) stated that the creation of one system with two to three major universities and several strong secondary campuses would change the current balance of power in the UT system dramatically, and would ultimately be healthier for UTC. UTC’s stepchild status was due to the overwhelming power of UTK within the system, co-mingling of UT system and UTK functions such as athletics and IT, and high profile of the UTK orange teams. The addition of other institutions would create a more logical system with balance in the west, middle, and east portions of the state.

Blasi (TSU) moved; Jackson seconded, acceptance of the position paper, and sent to Senates for approval for TUFs to take it to Governor, Legislators, joint Committee, AAUP, and general public. The motion passed unanimously.

12. COMMUNITY COLLEGES

Alsop (ETSU) moved not to include community colleges in TUFs since it represents only four-year universities, but to allow an observer from the two-year colleges, at the President’s discretion. Asamani (TSU) seconded. The motion was approved unanimously.

13. TUFs POSITION PAPER DISTRIBUTION

Buchanan (APSU) asked for an email version of the position paper. Boulet agreed to send this to TUFs members.

13. ADJOURNMENT

Berman (UM) moved to adjourn; Togen (ETSU) seconded. The motion passed unanimously.

The meeting was adjourned at 12 noon.

Respectfully submitted,

H. Lyn White Miles, Ph.D. (UTC), Secretary

APPENDIX 1

Suggestions considered at the TUFSS Meeting for Inclusion in the Tennessee University Faculty Senates Position Paper on the Reorganization of Higher Education in Tennessee

Functions to Be Coordinated between TBR & UT:

1. Ability of faculty and students (both UG and graduate) to move easily, w/o institutional barriers, between the various campuses (easy to take classes at more than one campus while respecting prerequisites, visiting faculty consortium)
2. Benefits – insurance, medical, retirement, etc.
3. Calendric issues
4. Common GE core curriculum, consisting of named non-applied disciplines, as opposed to specific courses and objectives
5. Human resources policies and procedures
6. IT administration
7. Joint academic programs
8. Library – contracts, purchasing, access
9. Motor pool
10. Purchasing
11. Research administration
12. Review duplication of campus administration and athletic programs w/in regions 2/ a view to mergers
13. Undergraduate admissions and records
14. Unified policy on number of full-time administrators per student

Miscellany

1. Awarding of degrees, including honorary degrees, must be voted on by faculty senates
2. Change state funding of athletics
3. Community colleges focus on developmental studies and vocational curricula; move their general education components to four-year institutions
4. Degree programs, including online degree programs, must originate in faculty senates (retroactive, phased-in)
5. Personnel actions, including appeals, are proper to campuses (not their governing boards)
6. Recruitment strategies are handled by campuses
7. Use lottery money for capital projects and maintenance

APPENDIX 2

Tennessee University Faculty Senates Position Paper on the Reorganization of Higher Education in Tennessee

I. Background

Tennessee University Faculty Senates (TUFS), an association of the four-year state university Senates founded in April 2008, represents nearly 10,000 higher education faculty in Tennessee. It is an historic collaboration, involving faculty from the four campuses of the University of Tennessee system and the six universities of the Board of Regents system.

As the statewide reorganization of higher education became a topic of conversation in Nashville in 2009, TUFS sought to make a contribution. This potential reorganization was the central theme of TUFS' April 2009 retreat at Fall Creek Falls State Park. Two TUFS representatives, Ed Stevens (University of Memphis) and John Nolt (UTK) were appointed to the joint UT/TBR Task Force on Higher Education in the spring of 2009.

The purpose of this position paper is to lay out TUFS' recommendations for reorganization.

II. General Principles Endorsed by TUFS

As representatives of the faculty of Tennessee's public four-year institutions, TUFS' central purpose is to promote the richest and best possible education for Tennessee students and to provide for Tennessee's faculty the means to deliver that education effectively. Much can be accomplished toward these goals by the reorganization of the state's higher education administration, but only if all of us put aside, to the extent possible, traditional arrangements, political considerations, wrangling over resources, and regional or institutional loyalties.

TUFS also holds that higher education should be frugal with Tennessee's scarce fiscal resources. We seek to avoid waste and unnecessary expense in our teaching, scholarship, creative activity, research and service, and expect a Tennessee higher education administration that is responsive, rational, lean and efficient.

III. Objectives Endorsed by TUFS

TUFS holds that reorganization of higher education should achieve the following objectives:

- 1. More rational and efficient organization.** The TBR system, for example, includes two-year community and technical colleges, a foreign language institute and six universities, five of which have doctoral programs. Those on the ground in the TBR system are frequently frustrated by "one-size-fits-all" directives from the TBR administration. A more rational organization might help avoid this.

2. Faculty and student collaboration and exchange. The breadth and depth of talent and expertise available in the TBR and UT systems is enormous, but institutional barriers prevent beneficial collaboration and exchange. Graduate students and faculty from each institution would benefit greatly from the ability to move between one campus and the other, but this would be extraordinarily difficult under current arrangements. Much more along these lines could be accomplished to the benefit of faculty and students if it were facilitated by a common administration.

3. Research informs the education process. Beginning in the undergraduate years, research informs the teaching and learning process. At both the undergraduate and graduate levels, education and research activities of each university should fulfill its mission statement and facilitate accreditations. Regional access to graduate programs is imperative for an educated citizenry and workforce, and should be maintained.

4. Seamless system-wide access to library resources for students and faculty. At present, each university negotiates separate licensing agreements and contracts for library databases and other resources for their library users. This process duplicates efforts across institutions, involving libraries, legal affairs, and purchasing departments on our campuses. Most importantly, it overlooks consortial buying power, which allows greater access to library resources.

5. Better geographical distribution of programs. Academic programs have grown up around the state for reasons that are often historical or political. The students of Tennessee will be best served by a distribution designed to deliver a rich array of educational services where they are needed. TUFSS supports the reinforcement of programs that deliver valuable services well but are not now adequately supported and the elimination of unnecessary duplication within service areas but also the development of new programs where needed. These things require effective statewide administration.

6. Flattening administration. Higher education in Tennessee is administered at too many distinct levels, which are often too far removed from the classroom to appreciate the effects of their decisions on campus administrators, faculty and students. In addition to campus administrations, which themselves can be extremely complex, there are the two systems and their boards of Trustees, and THEC.

IV. Recommendations

In order to flatten administrative systems, better serve students, reduce costs and advance the other objectives of reorganizing higher education in Tennessee, TUFSS recommends that:

1. Whatever administrative structure emerges from the reorganization ensures the ability of faculty and students (both graduate and undergraduate) to move easily without institutional barriers among the various campuses. It should be easy for students to take classes at more than one campus while respecting prerequisites. There should also be a visiting faculty consortium that allows faculty to work at other state campuses. Achieving these goals will require coordination of academic calendars.

2. With respect to libraries, there should be a statewide catalog, centralized vendor contract negotiation, and centralized purchase of library resources, which facilitate broad access.

3. There should be a statewide common general education core curriculum.
4. Institutions should have interconnected IT systems.
5. It should be easy to develop joint academic programs that use resources from multiple state institutions.
6. Application for undergraduate admission to all state institutions should be centralized, leaving recruitment and acceptance to individual campuses.
7. Centralization of the following functions should also be considered:
 - Benefits -insurance, medical, retirement, etc.
 - Human resources policies and procedures
 - Purchasing
 - Research administration
8. As a further cost-saving measure, the proportion of campus budgets used for administration should be regularly examined.

There are several good ways to organize the governance of higher education in Tennessee. However, we suggest establishing a separate system for the community colleges and technical schools, and merging the Tennessee Board of Regents universities with The University of Tennessee system. The administration of the resulting university system should be located in Nashville. We recommend that each campus in the new system have a local advisory board that is unpaid, self-perpetuating, and dedicated to the interests of its local university. University faculty senates should be involved in all stages of the development of this new system.