

**2008 – 2009 Faculty Senate Meeting Minutes**  
**Signal Mountain Room, University Center, 3:10 p.m.**  
**November 6, 2008**

The minutes can also be found at: <http://www.utc.edu/FacultySenate/minutes.php>

<u>Division</u>	<u>Present</u>	<u>Absent</u>
<b>President</b>	Pedro Campa	
<b>Past-President</b>	Gavin Townsend	
<b>At-Large</b>	Tammy Garland, Linda Hill, Chris Stuart, and Jim Tucker	Mike Bell and Clair McCullough
<b>Adjunct</b>		Bob Schmidt
<b>Behavioral Sciences</b>	Helen Eigenberg, Nick Honerkamp, and Terri LeMoynes	Tom Buchanan
<b>Business Adm.</b>	Beverly Brockman, Jim Henley, and Kathleen Wheatley	
<b>Eng &amp; Comp Sci</b>		Ron Goulet, Michel Holder, Frank Jones and Li Yang
<b>Fine Arts</b>	Stuart Benkert, Patrick Sweetman, and Kenyon Wilson	
<b>CHEPS</b>	Kay Lindgren, Deborah McAllister, and Dana Wertenberger	Linda Johnston, Elizabeth O'Brien, and Cheryl Robinson
<b>Humanities</b>	Ralph Covino, Lauren Ingraham, and Lynn Purkey	Vicki Steinberg,
<b>Library</b>	Colleen Harris	
<b>Math &amp; Sciences</b>	Doug Kutz, Irene Loomis, and Henry Spratt	Hill Craddock
<b>Ex-Officio</b>	Roger Brown, Richard Brown, Theresa Liedtka Phil Oldham, and John Delaney	Jocelyn Sanders
<b>SGA Liaison</b>		

**Among the guests present:** Linda Orth, Verbie Prevost, Herbert Burhenn

1. Call to Order 3:12
2. Approval of the minutes of October 2, 2008.  
The motion was made by Dr. Honerkamp, seconded by Dr. Loomis, and approved by acclamation.
3. Report from the Executive Committee.  
Dr. Campa attended the Board of Trustees meeting and reported that the Masters of Science in P.E. was approved. The math proposal did not go to the Board of Trustees because it required an outside evaluation, which had not yet been done. It will be submitted for the March 2009 meeting.
4. Report from the UT Board Meeting.  
Dr. Verbie Prevost, the UTC representative to the UT Board Meeting, reported regarding her meeting. She and the current student representative are currently serving as non-voting members, but will become voting members next year. The first year representatives are non-voting members, and the following year they become voting members after they gain experience. She stated that there were no major actions taking place that affected UTC, only reports regarding such matters as UTK NSF grants, and the UT Kingsport Center. Because of budget concerns, the full board has done little that directly affects UTC. Although some UTC projects are on the

2009-10 Capital Outlay List (exterior repairs are 5th, Bretsky Hall improvements are 10<sup>th</sup>), they will probably not be undertaken because of the state financial situation. The Department of Speech Pathology and Audiology has been transferred from UTK to the UT Health Center.

Dr. Richard Brown stated that some building projects may be deferred because of the difficulty in securing a state bond at this time.

Dr. Prevost indicated that the Board was investigating how effective and efficient the campus is and commented that she thought they would be pleasantly surprised with how much UTC is doing with its limited funding. She further invited faculty members to share concerns and questions regarding the Board with her.

Dr. Campa commented that UTK's cancellation of the Audiology and Speech Pathology degree program was ill-advised because it violated existing contracts. Therefore, it was moved from UTK to the Health Science Center, which has resolved the issue.

## 5. Administrative Reports

The Provost - Budget Reduction Plan.

The Provost Dr. Oldham discussed plans to reduce the UTC budget. He organized an *ad hoc* committee to better define the principles and process of the cuts. He stated that state revenues are significantly lower than projected, which is affecting states throughout the Southeast. UTC had such a tight budget for so long, that there was no waste to eliminate. UTC as a whole cut 2.6 million dollars this fiscal year, and will cut an additional 1.5 at the mid-year point, for a total appropriation of \$47,000, 000. Cuts were offset to a small degree by the increase revenue from enrollment and good economic management. No academic programs or positions were cut to date. However, next year the state and UT system plan further reductions, which will be very challenging for UTC. Academic affairs will lose another 1.5 mil dollars next year out of 42 mil dollars or about 3-3.5 %. At the same time, enrollment at UTC has been increasing (current student applications have been above the norm at this point), while resources have been dwindling. The university needs to collectively come to an agreement regarding the best practices to face the current situation.

Dr. Oldham said that he would like to make the process of cutbacks as transparent as possible. He selected representatives from across the faculty, including Dr. Campa from the Faculty Senate. He charged committee members to look at things broadly and consider the health of the university as a whole, rather than their limited perspectives or programs. To this end, he has adopted some guidelines that are similar to principles for cutbacks from Dr. Petersen. He stated that they would look at all programs and began with no preconceived notions. The committee has met weekly for the last 3 weeks in order to identify programs and operations that need further review. No programs or operations have been targeted so far, but the committee is in the process of conducting a thorough review with these principles in mind, and should make collective decisions recommendations, which will be ready in draft form in next couple of weeks. Dr. Oldham will then allow time for campus responses, including those of unit leaders, deans, and department heads to ensure that all information is accurate and being fairly reviewed. Then he plans to vet the recommendations through the Faculty Senate and other organizations on campus. He hopes to have recommendations for further review or action in early December.

Questions:

Dr. Townsend expressed his appreciation for the provost's newsletter and asked if there were any programs that the committee was asking for more information about.

Dr. Oldham responded that they had not narrowed down the list to that degree. The committee would like to narrow down the choices, ask for additional information about some programs, and discuss the matter further with deans, department heads, and directors, to ensure they have accurate information. He stated that he is keeping the deans informed, and that some of them have updated the committee on inaccurate or misleading information.

Dr. Townsend asked if the units themselves had any idea that they might be singled out.

Dr. Oldham said that they had not yet determined that in regards to traditional academic units. However, some operations in academic affairs that are not directly related to UTC's academic mission have been notified. These discussions had been going on long before the budget cuts, in order to better control some costs and expenditures.

Dr. Townsend remarked that some areas, such as education were well represented on the Provost's ad hoc committee, but the largest college on campus only had only one representative, Dr. Campa, who represented the Faculty Senate rather than the College.

Dr. Oldham replied that there was a representative from the graduate faculty council and the faculty senate, and that they had not known "what flavor" the council would have in terms of representatives. At the first meeting the colleges of business and engineering had no representatives at all and were added. There are currently 11 people on the council, and committees become unwieldy if they are too large (over 12). The process of selecting representatives was as fair and even as possible, although he admitted that health and education were overrepresented because their members are representing other areas.

Dr. Sweetman asked what kind of scope reductions would take and if entire departments would be eliminated or if there would be reductions of faculty or staff.

Dr. Oldham stated that anything would be possible. One problem facing the committees was that departmental budgets are primarily salaries (96-7%). Given the "leanness" of the current budget, he did not think UTC as a whole could function with across-the-board cuts. Peterson suggested a similar policy [of strategic cuts]. The committee's purpose would not be a matter of finding unimportant programs to cut, but identifying programs and areas that are not sustainable. He would like to examine programs with lower levels of performance or sustainability, rather than make it difficult for everyone to complete their jobs. UTC can improve some operational areas and probably find one third of the \$1.5 million without seriously damaging academic programs. He was unsure about whether the committee would discontinue some programs and reduce the number of faculty and staff positions. However, tenure track faculty would be "at the top of the list," and the last thing examined as far as cuts are concerned.

Dr. Sweetman asked what kind of cuts we might see in the 2010-11 academic year, given the cuts experienced during the 2009-10 year.

Dr. Oldham stated that he was unsure of what might happen over the 2-, 3-, and 4-year cycles. There was mixed news, with increasing enrollment and budget cuts. Given budget cuts, the institution must examine the issue of enrollment sooner than they might otherwise have. Enrollment increases revenues and might give UTC the opportunity to manage economic downturns more easily than we otherwise would have.

Dr. Townsend brought up the issue of enrollment management. He noted that last year the Faculty Senate had voted unanimously to raise the admission standard for ACT scores by one Point, but the administration did not institute this measure.

Dr. Oldham stated that there had been a change in regards to conditional admissions, which were eliminated in favor of a holistic process. Last year 300-400 students were admitted conditionally, while only approximately 100 such students were admitted this year. He said that the academic quality of our freshman class has continued to rise, and he felt that current students had the highest ACT and GPA levels in UTC's history. Retention has continued to be an issue, and the university has hired a consultant to deal with retention issues and to identify problems. He believed that UTC should readdress admission requirements and that incoming freshman classes should be held to the 2000 mark. Until retention rates improve, UTC needs to make a more active effort to recruit transfer students to fill some of the university's capacity. In that way the university would continue to have a large enrollment and enjoy increased revenues, without the pressure on lower level instruction.

Dr. Lindgren asked what the retention and transfer rates were.

Dr. Oldham stated that while freshman retention rates are tracked closely, upper division rates were not.

Dr. Lindgren asked if individual departments tracked upper division retention rates.

Dr. Loomis stated that in the Math Department upper division retention was tracked. Other faculty members expressed similar views.

Dr. Oldham said that upper division retention tracking was "spotty."

Dr. Kutz asked if the committee's work would be released to the rest of the campus.

Dr. Roger Brown stated that the information would be shared with all faculty members.

Dr. Oldham stated that it was important that we trust the process and that everyone was doing everything that they could to deal with the budget crisis. His concern was that the process of eliminations be fair, efficient, and effective given university resources.

Dr. Bender explained that retention was analyzed based upon six-year graduation rates and second year retention rates.

Dr. Oldham stated that if a student had not graduated in six years, it counts against the institution. Nationally the six-year graduation average is approximately 60%. However, more than 80% of students who begin college do finish, although they may finish at a different institution or in more than six years.

Dr. Bender explained that this year 40% of those who started in the fall of 2007 did not return to UTC. In six years, this rate will be even lower, which is why there is such tremendous pressure to retain students. Typically our rates range from the high thirties to mid forties (about 45%).

Dr. Campa said that he is a member of the budget committee, and he believed that non-academic should bear the brunt of the largest financial cuts. The institutional mission of UTC is academics (“us”), and everything else is ancillary to that. Therefore, non-academic units must be cut drastically before academics.

Dr. Lundgreen mentioned the need for support for the academic mission.

#### The Chancellor - Budget Reductions and Non-Academic Cuts

Dr. Roger Brown wished to express “concern without despair,” regarding budget reductions. He said that we were in a historic economic time worldwide and in Tennessee we are particularly subject to consumer behavior. Consumers have been cutting back severely and the state is dependent upon business and income taxes, and sales taxes have drop significantly. At noon at the Rotary Club meeting, the state attorney general stated that we were \$140 million dollars below budget projections. September tax figures are due to be released soon and will be below projected figures as well. The budget crisis for all state agencies looks grim. Earlier that morning [Nov. 6] during the state video hook up with chancellors, vice-chancellors, and heads of institutes, the UT president released a list of guidelines for budget cuts. The guidelines delineated how to systematically and fairly go through a process of cuts. In fiscal year 2008 (2007-2008) the state budget was \$505 million. In fiscal year 2009 the state lost \$21.2 million, then \$17 million in January 2009, we were asked to find an additional budget cut for proposal for July 1, 2009. UTC will be asked to prepare budget ranges, of 5%, 6% and 7% cuts. He said that the administration was trying to devise processes that would be as fair as possible, knowing that the outcome is horrific. He also said that he would do all in his power to ensure that the process was fair and not skewed.

The state has instituted new hiring process guidelines. The chancellor will send them out to faculty, staff, and student leadership as email attachments. The hiring unit must make a case that each new hire is critical to teaching, research, or support; and hires will only be allowed after a thorough review. The university has already not filled certain vacancies and will have to look further at vacant positions. As far as possible, the chancellor said that he completely supported protecting current employees, although he could not guarantee that there would be no reductions. Tenured faculty members are in the most privileged position, but the university will examine each hiring program by program.

The chancellor discussed two other topics related to budget cuts, travel and equipment. All out-of-state (including international) travel should be either emergency or mandatory situations critical to the mission of the university. Travel within the state will also be limited to the maximum extent possible. Dr. Brown agreed that presenting research papers was essential to the university mission, as it is necessary for tenured promotion and EDOs, which are foundation stones of the university. Equipment purchases will be limited as well. All equipment purchases will be scrutinized and must be essential. If, for example in the art department, a piece of equipment is integral to the curriculum, it must be bought. Nursing and physical science are heavily dependent upon equipment, and all purchases must be passed through dean’s office.

In regards to non-academic cuts, the chancellor said that we have already implemented sophisticated utility usage systems. Dr. Richard Brown has created \$200,000 yearly savings resulting from temperature controls and automatic light shut offs. The institution will look further at energy uses, which is a major problem. TVA and EPB can raise rates, but UTC cannot.

The administration will examine a number of infrastructure issues, such as campus operations and non-academic support units. Outsourcing does not always save money, but UTC will “look hard at” possible opportunities and look for ways that to change the way the university conducts business permanently. The university is looking at long-term savings without harming its functioning. These would probably be permanent changes in the way UTC conducts business. The university will consider reorganizing functions, combining some under common supervision, while still maintaining service levels. UTC will look at any potential non-critical functions. This is a large enterprise and the university is involved in many things. UTC will question why some things are done and if they are central to the core mission of the university. Services or functions that are non-academic in nature will be contemplated, and some will be eliminated or outsourced, etc.

During state budget reductions, individual units at different campuses in need of funding may receive it. For example over the last several years, the premiere public health education facilities in Memphis have had a severe infrastructure decline. The dentistry school is the only one in the state and has fallen into severe disrepair. The institution has lost 35 faculty members over the last seven years. It has poor equipment, and new money will be sent to Memphis to shore up the existing health science building. The fact that large amounts of money are being directed at large problems has been difficult for all state campuses.

Questions:

Dr. Townsend stated that it sounded as if faculty will still allowed travel to conferences, and purchase equipment for instructional purposes, and asked what effect will be felt by faculty first.

Dr. Roger Brown said that teams from a department will no longer all go to conference; only those presenting papers would go, which is unfortunate for UTC’s teaching function. At times the university would be asked to use equipment in disrepair for a few extra months. Custodial and grounds keeping functions might suffer.

Dr. Spratt stated that the faculty relied upon the UC foundation for many things, and asked if the Foundation would be cut.

Dr. Brown said that, while the foundation had reported a 15% decline in investments, there will be no immediate reduction of payout. At some point in time there will be a reduction if the economy continues to decline.

Dr. Stuart asked how much the athletic budget be cut in relation to academic and other reductions. He assumed the UT system would say how much athletics and academic affairs would be reduced and wanted to know which committee was the source of the figures, and to what extent the administration conducted a self examination.

Dr. Brown stated that the state would make proportional cuts to athletics, and that they would seek athletic funding from ticket sales and corporate donors, etc. He agreed that it was important that everyone be called upon to make sacrifices. From an administrative point of view, he asked if the university was top heavy, and if so, how UTC could provide services with losses in administration. He has lost one person on his staff who will not be replaced, and the administration is looking at support personnel throughout the campus.

Dr. Stuart asked if there would be proportionate cuts or if some divisions were more central and would not be cut as much.

Dr. Brown answered that they would make strategic cuts, and that “proportional” is an oxymoron. He has asked each vice-chancellor to submit 3.5% cuts for mid year, and then they will talk about what cannot be cut, and where cuts can go beyond 3.5%.

Dr. Lundgreen stated that there was redundancy in some areas, and eliminating them might be a way of reducing costs.

Dr. Brown said that there are interdisciplinary things that UTC might eliminate, citing an example in which one person taught personal law for the Masters of Health Administration and in Business.

Dr. Liedtke stated that the state had increased lottery money to students, but it has decreased funding to institutions, which is creating further problems. There are 15 system libraries, which have received no funding increases.

Dr. Brown said that this Board of Trustees was a very activist board and had demanded a system review of redundancy and overlap. UTC is not insulated from political pressures. He anticipates fiscal conservatism from the new legislature and cutting appropriations to state agencies. UTC is in touch with many voters, who support the institution, and he will work legislative avenues as much as possible.

5. Other Business.

There was no other business.

6. Faculty Concerns

Dr. Townsend said that he was still concerned about the lack of bandwidth, even though IT came before the Senate to discuss a plan to correct the situation. He did not know if IT had the capability to divert bandwidth from student dorms to classrooms. From 10:00 A.M. to 2:00 P.M. the campus is at maximum capacity. If possible he suggested that the campus switch usage from the residences to the classrooms immediately.

Dr. Campa responded that he would ask Luis León back to the council to discuss the situation further.

Dr. Lundgreen stated that this was an issue that was affecting all of us.

Dr. Oldham said that we should have seen an improvement over the past week.

Dr. Harris said that they had not noticed an improvement during that time period.

Dr. Liedtke stated that the new bandwidth only alleviated the problem with certain vendors.

Dr. Brown said he would ask IT to send out a report, but that there was a marked improvement in bandwidth.

Dr. Campa brought up the issue of alcohol consumption at the faculty club. When he tried to schedule a reception [in which wine would be served] with Dr. Richard Brown, he was told that there were a number of restrictions. These include the permission of the chancellor and a list of invitees. He asked if faculty members could indeed drink in the club.

Dr. Richard Brown stated that one can drink, but there are requirements such as a guest list. There is also a limit of 12 such events per year in that venue, according to state laws regarding alcohol.

7. Announcements.

Dr. Colleen Harris from the Library announced her transfer to North Carolina State University, and said that she had enjoyed working with the faculty of UTC.

Dr. Campa welcomed Dr. Spratt to the Faculty Senate.

8. Adjournment at 4:48.

**Respectfully Submitted,  
Lynn Purkey  
Faculty Senate Secretary  
November 6, 2008**