

TUFS (Faculty Senate) Summit Minutes  
Hosted by APSU Faculty Senate  
Montgomery Bell State Park  
August 15-17, 2008

**Senators Present:** Tim Winters (APSU President), Lori Buchanan (APSU Vice President), Ron Gupton (APSU Deans Council Rep), Kay Haralson (APSU TBR Faculty Sub-council Rep), Fred Alsop (ETSU President), Paul Trogen (ETSU President Elect), David Champouillon (ETSU President Elect 08-09), Kathleen Grover (ETSU Secretary), Thomas Schacht (ETSU College of Medicine Rep), Diana Mozen (ETSU Member-at-Large), Stephen Patrick (ETSU TBR Faculty Sub-council Rep), William Fisher (ETSU Retired Group/Chair, Legal Affairs Committee), Alfred Lutz (MTSU President), Sammy Comer (TSU Chair), Anthony Blasi (TSU Chair, Curriculum Committee), Jeffrey Berman (University of Memphis President-Elect), John Nolt (University of Tennessee, Knoxville President)

**Friday Evening Session**

Proposed: Visiting faculty senates that aren't here in an effort to get them involved. See if UT Knoxville will host next one?

**Guest Speaker APSU President Tim Hall's remarks** – “How I thought when I was full time faculty and how I feel now as a full-time administrator.”

As faculty member, always aggravated that people outside of academy did not understand what I did, that people measured what I did by the number of hours I put in within the classroom. Thought administrators as should stay out of my way except where they could support what I was doing.

As administrator, first thought was that a university is a big place with lot going on. As faculty, meeting once a month maybe; as administrator – meetings going on constantly. As administrator, thinking about what was expected by external parties – system admins, alumni, community. Learned that their influence important and they could help, but they had ideas about how things should be done. Half my time now is spent listening to external voices and an expectation of me in my job is to listen and work with external voices who are like a classroom – “A” students, “B” students, etc.

There are lots of issues around campus that take a collective effort. How do you build a community – we need to pay attention to this. Students are stripped of their communities and we must build a new community which is the classroom and beyond. Most of the excellence is organic – not at the university level, but at the individual level. So admin should support excellence at organic level. (e.g., APSU Physics dept's excellent work and building on that excellence at the organic level with obtaining a Governors School).

In Admin, I'm always think about progress – how do we get better. That's what external people think about. How do univ. move forward – 1) mostly on basis of broadly agreed

upon principles & goals; does not do so based on single person's will or group – higher education is no longer autocratic. Any “durable” progress is through building consensus and use of persuasion and diplomacy.

2) Any number of paths to move forward. Most important choice is not abstract adding up, but instead, determining which is the one most of us agree upon. Example: 5 ideas on table – are we gathering around one of them – find sources of agreement/consensus.

What does a university need from a President?

Institutions don't know what they know – we know more than I as a President know; institutions frequently do not know what they know; 1) President needs to help us know what we know. 2) President needs to help us to move forward – find path forward. 3) President needs to keep track of vision and keep on track.

What does President need from faculty?

What is helpful to a President – have forums for discussion and for persuasion. Develop shared vision. Tension between President's ideas and faculty's – need forum to discuss and persuade. Discussions can become garbled in translation if the President only talks to the Provost who talks to Deans who talks to chairs.

President needs to know what the faculty think and obtain a representative view of what the faculty think. Find a way for faculty senate to gather thoughts of the faculty.

Standing Committees are a way faculty can be involved in the full University

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### **Observations/Questions from the group –**

Observation: Lots of problems come from above in TN; this state is more bound up with paperwork than any others; three little universities in middle TN rather than one big one, and a graduate program covering the same area at each one.

Question: Please share your model of diplomacy and persuasion – how do you get to a level playing field and trust level?

President Hall: By trying to offer leadership while recognizing faculty as leaders in governance of university. Analogy - Rules where judge renders judgment rather than jury; appellate defers to facts. I'm trying to figure out when to defer and what are the patterns of deference I need to employ. I find it profitable to wrestle with when to defer. This model is based on critical assumption – the right people are at the table. Also, I want to have system where the rules are fair and no one is disfranchised.

Observation (Tim Winters): Two things that President Hall has done at APSU – 1) listening which is leading to conversation across campus and 2) empowering faculty with funds for student engagement – he has made his promises real.

President Hall: A lot of my time is spent determining who needs to be around the table? Two kinds of admin: on the one hand, those who dislike face to face conflict; on the other, I prefer to get people together and listen, then decide who is to be deferred to. Different ways that people handle the power given them; sometimes diplomacy and sometimes persuasion, but sometimes decision already made before people gathered. Leading is not deciding. It discourages me when I hear administrators refer to faculty as “they” rather than “we”.

Questions: What is an Academic Council? What is composition? What is the proper representation of faculty? How do you convince other party that you can be trusted.

President Hall: Pick your battles, try to be courteous. No durable change happens that people don't buy into. It helps to always get out and find out what other people are doing; avoid insularities. When there are roadblocks at every turn, then is the time to focus on organic excellence.

Various other issues mentioned via observations, including use of adjuncts, state's budget woes, etc.

Adjourn for the evening.

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## **Saturday Morning Session**

### **Issues to discuss –**

ETSU – now has Faculty Senate office shared with retired faculty; Academic Council composition; Faculty Senate release time – have 3 hrs release for Senate President during academic year; Faculty Handbook –asked for control – some things purely administrative, but asked for control of things that were purely faculty

APSU – dept with tyrannical chair; no provision for removal – Faculty Handbook Committee wrote chair removal policy and brought to Senate, then went on to Deans and Academic Council & was passed

ETSU – administrators attending departmental meetings; resolution passed Senate asks for noninterference at dept level by administrators by attending dept meetings and voting; if 50% or more, then administrator; Academic Council voted against resolution (only two voting “for” were faculty); were told administrators tenured in dept so could participate

Selection of Chairs – different possibilities: serving at pleasure of dean or elected by department; rotation among members of the department

Who decides who teaches graduate courses? Variety of approaches: dept, college, etc.

UT – release time info last year useful

Lecturers and instructors unrepresented anywhere; making it an issue at Senate this year  
Senate Usefulness Task Force – proposing sabbatical for Senate President in year following service

Budget issues and dismantling three programs – Dance, Indus/Org Psych & Audiology  
Faculty able to govern curriculum, academic affairs

If Faculty Senate not in session, are the Executive Committees making decisions on behalf of the Senate? (e.g., Faculty Handbook issues)

Sexual Harassment Test – variety of what’s being done; take once, take each year; required by TBR?

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### **Ideas for consideration -**

Quick emails or newsletters throughout the year from Faculty Senate President to faculty about major issues during year; summary of minutes sent out.

Senate Term limits – 2 years or 3 years; have to sit off year before going back on; terms of officers? two year President? President-Elect has release time in Spring and past President gets three hours release in Fall. Untenured members? One place, faculty have to serve 2.5 semesters before putting name up for election to senate which means you have been at Univ for 4 years and have university knowledge. How many on Senate?

Structural Change? – How this body can be organized so that it can become an integrated voice to speak with TBR, THEC, and State Legislature. Have charter. Find way to bring UTC, UTM, and TN Tech to table. TBR Senate group, UT Council/System Senate group and then meet jointly once a year.

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### **Saturday Afternoon Session**

Formation of TUFS – Constitution of a former group known as the Association of Tennessee University Faculty Senates (in existence from 1985-1992) was handed out and discussed. The group modified and adopted the constitution for a new group, Tennessee University Faculty Senates (TUFS). Everyone will take back to their Faculty Senates and gain approval to belong to this group. Officers for the upcoming year were selected; they are Tim Winters (APSU), President; John Nolt (UTK), President-Elect, and Lori Buchanan (APSU), Secretary.

Legislative Affairs Committee Report - handout

Discussion about Lottery Scholarship led to discussion about lobbying state legislature on higher education issues.

Makeup of Academic Councils - Provost control AC reports to Presidents' Council ; some have Graduate and Undergraduate Councils; one has Faculty Senate as the final say on curriculum; one has Academic Council as final say but items funneled through Faculty Senate.

Information about Senate release time, office space, etc. shared and recorded by Fred Alsop who will compile and distribute to everyone

Faculty handbook handled in variety of ways – separate standing Faculty Handbook Committee (5 faculty & a liaison from VPAA office), Faculty Affairs; website controlled by VPAA's office; Provost-controlled AC handles handbook; 2/3 of faculty approve changes to handbook.

Workload Policy – handout with discussion

Proposed Resolutions by Faculty Senates regarding in-state tuition for vets.

Tenured Instructor positions – several institutions have them and persons hold masters APSU hired several who had been adjuncts or those in temporary as tenured instructors without option of promotion; do not have research requirements; depends – do not sit on PRT Committees, but can sit on other Standing Committees

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### **Sunday morning session**

Wording in policy that affected DSP at APSU – Tim Winters will to share with others who will take it to their Faculty Senates

APSU's experience with trying to insert statement regarding collegiality in PRT policies; shared what happened with attempt; experiences on other campuses included Council of Chairs wanted to bring to Faculty Senate who discussed – did charge campus Ethics Committee with developing Ethics Policy; used TBR Policy that encourages faculty to work together; avoid use of term 'collegiality' because AAUP discourages it; deals with issue of collegiality within context of the three areas evaluated; departments come up with own criteria; if collegiality is made an explicit criteria, people more likely to use it

Bill Fisher's presentation – see handout

System-wide library database access – approve resolution that all faculty should have access to all databases at all Tennessee Universities; Stephen Patrick & Lori Buchanan will draft resolution regarding centralized licensing at consortial pricing and state-wide access, and distribute to all, plus those who weren't present; TBR & UT System lobbyists

Outside work – has any other campus found the need to reinterpret the TBR Outside Employment policy? - ETSU Academic Council has expanded on TBR policy – confounded employment with other types of income; private consulting has been

introduced; policy changes should be run through Faculty Senate and they be given adequate time to review; any interpretation of TBR policy that affects faculty should be run through Faculty Senate; the group pass a general resolution – should develop some understanding that administrative change of policy that affects faculty should be shared with Faculty Senate and they be given adequate time to review; University of Memphis will share Nine Principles of Shared Governance with our group

Upcoming meeting date – March 21-22 Place to be determined – hosted by UTK  
Continue to have guest speakers; Kim McMillan; have a President speak, perhaps President Petersen, or perhaps the new ETSU President; perhaps some legislators

Adjourn