

THE UNIVERSITY OF TENNESSEE  
BOARD OF TRUSTEES

MINUTES OF THE ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE

March 23, 2018

Memphis, Tennessee

The Academic Affairs and Student Success Committee meeting of The University of Tennessee Board of Trustees was held at 8:30 a.m. CDT, Friday, March 23, 2018, in the Student-Alumni Center on The University of Tennessee Health Science Center campus in Memphis.

**I. Call to Order**

Chair Vicky Gregg called the meeting to order.

**II. Roll Call**

Dr. Linda C. Martin, Vice President for Academic Affairs and Student Success, called the roll. The following members were present:

Trustees:

Vicky B. Gregg, Chair  
Terrance G. Cooper  
Susan C. Davidson  
Joseph A. DiPietro  
John N. Foy  
Raja J. Jubran  
Brad A. Lampley  
Andrew P. McBride  
Rachel M. Smith  
Jai Templeton  
Julia T. Wells  
Charles E. Wharton

Non-voting Student and Faculty Representatives:

Lee Pribyl  
Will Burleson  
Martin Donaldson  
Morgan Hartgrove  
Beauvais Lyons  
Jordan Long  
Chris Caldwell  
Gretchen Potts

Dr. Martin announced the presence of a quorum. Trustees Mike Krause and Candice McQueen and non-voting student representatives Sergio Bedford and Rachel Emond were unable to attend. Other Trustees, administrative staff, members of the public, and representatives of the media were also present.

Chair Gregg recognized Dr. Linda C. Martin as the Vice President for Academic Affairs and Student Success and asked her to provide a few opening comments before proceeding with the agenda. Dr. Martin's remarks focused on recent activities and accomplishments from the Office of Academic Affairs and Student Success. Highlights included the office's continued focus and commitment to furthering statewide transfer initiatives and efforts to strengthen the UT System and other statewide partnerships.

### **III. MINUTES OF THE LAST MEETING**

Chair Gregg called for any corrections to the minutes of the last meeting held on November 3, 2017. Hearing no corrections, the Chair called for a voting member of the Committee to make the prepared motion in the meeting materials. The following motion was made, seconded, and carried unanimously:

I move that the reading of the minutes of the November 3, 2017 meeting of the Academic Affairs and Student Committee be omitted and the minutes be approved as presented in the meeting materials, provided that the Secretary shall be authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

#### **IV. CONSENT AGENDA**

Chair Gregg asked for any requests that items be removed from the Consent Agenda. Hearing none, the Chair called for the prepared motion in the materials and a second by a voting member of the Committee. Trustee Wells moved as follows:

I move that the following action items be recommended to the Board of Trustees for approval by unanimous consent:

- A. Statement of Support for Graduate Medical Education (Exhibit 1)
- B. Institutional Mission Profile Statements (Exhibit 2)
- C. Proposed Revisions to UTHSC Faculty Handbook (Exhibit 3)

The motion was seconded by Trustee Foy and carried.

#### **V. TENURE RECOMMENDATION FOR THREE UTK FACULTY MEMBERS UNDER EXPEDITED PROCEDURES**

President DiPietro presented his recommendation that tenure be granted to three UTK faculty members under expedited procedures (Exhibit 4):

- A. Dr. Mark Balas, Professor in the Department of Mechanical, Aerospace & Biomedical Engineering in the Tickle College of Engineering, and Director for the Center for Laser Applications at the UT Space Institute (Exhibit 5);
- B. Dr. Michela Taufer, Dongarra Professor in Higher Performance Computing in the Department of Electrical Engineering and Computer Sciences in the Tickle College of Engineering (Exhibit 6); and
- C. Dr. Mariam G. Thalos, Professor and Department Head for the Department of Philosophy in the College of Arts and Sciences (Exhibit 7).

Chair Gregg called for a motion and a second by a voting member of the Committee that the Committee recommend adoption of the following Resolution by the Board of Trustees:

**RESOLVED:**

1. Tenure is granted to Dr. Mark Balas in his faculty appointment in the Department of Mechanical, Aerospace & Biomedical Engineering at University of Tennessee, Knoxville.
2. Tenure is granted to Dr. Michela Taufer in her appointment in the Department of Electrical Engineering and Computer Sciences at University of Tennessee, Knoxville.
3. Tenure is granted to Dr. Mariam Thalos in her faculty appointment in the Department of Philosophy at University of Tennessee, Knoxville.

Vice Chair Jubran made the motion, Trustee Wharton seconded, and the motion carried.

Trustee Wharton commended UTSI for its great work with the UTK College of Engineering and offered high praise for Dr. Mark Balas, saying he believes Dr. Balas will continue the significant progress being made at UTSI.

**VI. TENURE RECOMMENDATIONS FOR THREE UTHSC FACULTY MEMBERS UNDER EXPEDITED PROCEDURES**

President DiPietro presented his recommendation that tenure be granted to three UTHSC faculty members under expedited procedures (Exhibit 8):

- A. Dr. Kenneth Ataga, Methodist Endowed Chair in Sickle Cell Research and Professor in the Department of Medicine, College of Medicine and Director of the UTHSC Center for Sickle Cell Disease (Exhibit 9);
- B. Dr. Valerie Mas, Methodist Emerson Endowed Professor in Transplantation in the Department of Surgery, College of Medicine, and Director of Research for the UTHSC Transplant Center (Exhibit 10); and
- C. Dr. Daniel Maluf, Transplant Institute Endowed Professor in the Department of Surgery, College of Medicine, and Surgical Director of Liver Transplantation and Director of Live Donor Transplantation (Exhibit 11).

Chair Gregg called for a motion and a second by a voting member of the Committee that the Committee recommend adoption of the following Resolution by the Board of Trustees:

**RESOLVED:**

- 1. Tenure is granted to Dr. Kenneth Ataga in his faculty appointment in the Department of Medicine at The University of Tennessee Health Science Center.**
- 2. Tenure is granted to Dr. Valerie Mas in her faculty appointment in the Department of Surgery at The University of Tennessee Health Science Center.**
- 3. Tenure is granted to Dr. Daniel Maluf in his faculty appointment in the Department of Surgery at The University of Tennessee Health Science Center.**

Vice Chair Jubran made the motion, Trustee Foy seconded, and the motion carried.

Chair Gregg praised the qualifications of all the expedited tenure candidates and said she believes they demonstrate the University's ability to attract high caliber candidates for these positions. Trustee Wharton inquired about where UTHSC stands relative to its reputation and ability to perform complex transplants currently and with the addition of these newly-tenured faculty members. Chancellor Schwab responded that UTHSC is one of twelve centers in the U.S. that is currently certified to perform live liver transplantation. He added that the three newly-appointed faculty members are leaders in their respective fields and will have a great impact on UTHSC's ability to serve populations throughout the state.

**VII. REQUEST TO ADDRESS THE BOARD BY DR. MONICA BLACK ON THE SUBJECT OF "PROPOSAL TO EXPAND CURRENT EPPR PRACTICE"**

Chair Gregg recognized Dr. Monica Black, a UTK faculty member and President of the UTK Chapter of the American Association of University Professors, who had requested to address the subject of "Proposal to Expand Current EPPR Practice."

Dr. Black expressed concerns about the proposed additional requirement of periodic post-tenure review. Her concerns included: (1) the manner and short timeline in which the policy revision was proposed, which she described as not normative; (2) the laborious layer it will add to the work of department heads, staff, and faculty; (3) possible effects upon SACSCOC accreditation; (4) the potential negative impact upon the value of a UT degree; (5) the potential impact on UT's ability to recruit the best scholars; and (6) the manner in which policy undermines the spirit of tenure.

In response, President DiPietro emphasized that the administration will work closely with campuses and faculty to develop specific procedures around post-tenure review. Dr. DiPietro further clarified that there is nothing in the proposed policy that jeopardizes academic freedom. Rather, he said, the new policy seeks to address skewed annual faculty evaluation data in which roughly 98% of faculty meet or exceed expectations on their annual reviews. The policy will create greater transparency, improve performance, and promote excellence as it identifies areas in which the annual review is not as rigorous or effective as it should be.

Professor Beauvais Lyons, a non-voting faculty representative, asked Dr. Black to describe how much time it takes her to conduct a comprehensive review for tenure as an external reviewer. He also asked if she has ever been called upon to be an external reviewer for periodic post-tenure review. Dr. Black responded that an evaluation of a fellow faculty member from another institution takes approximately one week of work and involves reading books, articles, and conference papers of the faculty member, as well as writing a lengthy evaluation. Dr. Black said she has not been asked to perform a post-tenure review as an external reviewer. In response to Professor Lyons' inquiry, President DiPietro emphasized procedures for post-tenure review have not yet been developed and that although the policy allows for external reviews, they will not be routine.

Vice Chair Jubran asked Dr. Black to provide any research or data she has to substantiate her argument that the value of the UT degree could be negatively impacted by post-tenure review. Dr. Black said she does not have any data but said the prestige of a degree-granting institution can be lost as power is taken away from the campuses. Vice Chair Jubran reiterated the importance of basing such claims and arguments on facts.

## **VIII. PROPOSED REVISIONS TO BOARD POLICIES ON ACADEMIC FREEDOM, RESPONSIBILITY, AND TENURE**

Chair Gregg recognized Dr. DiPietro to present the proposed revisions to the Board's tenure policy (Exhibit 12), which were developed in follow-up to the August 2017 Board workshop. He explained that the proposed revisions were submitted to the University Faculty Council (UFC) for review on February 5, 2018, with a due date of March 2, 2018 for comment. Many of the changes requested by UFC were accepted by the administration or accepted with modification. The UFC position on post-tenure was not accepted by the administration, but multiple revisions have been made in an effort to address faculty concerns. Dr. DiPietro outlined the following substantive revisions included in the proposal:

1. Delegation of authority to grant tenure to the President (except for University Officers who will simultaneously hold a faculty appointment and except in cases of tenure to be granted upon initial appointment and tenure to be granted after less than a six-year probationary period, for all of which the Board retains authority).
2. Standardization of probationary period across the UT System to 6 years.
3. Modification of the tenure review process to require enhanced mid-cycle review of tenure-track faculty in the 3<sup>rd</sup> or 4<sup>th</sup> year of the probationary period and development of departmental procedures requiring peer review of teaching and external review.
4. Revisions to the definition of Adequate Cause for termination related to (1) loss of an external appointment or substantive change in work with an affiliated entity (such as ORNL or a medical practice group) and (2) ending employment with an external entity/primary employer if a faculty member was granted tenure in less than a full-time appointment contingent upon remaining employed with his or her primary employer.
5. Revisions to make an express reference to sexual harassment or other sexual misconduct as grounds justifying expedited termination or suspension procedures.
6. Addition of periodic post-tenure review which calls for the President to establish, with Board of Trustees approval, procedures for periodic review of tenure-track faculty no less often than every 6 years and requires certain minimum provisions.

7. Provides that the President, based on the findings of an academic program review, may recommend to the Board of Trustees procedures under which the campus administration will conduct comprehensive performance reviews of tenured and non-tenured faculty in the program.

Dr. DiPietro concluded his presentation by expressing his support of the revised policy as a way to enhance academic excellence, accountability and transparency. He said the policy on post-tenure review will provide an opportunity to reward under-recognized faculty, improve underperforming faculty, identify inadequate annual faculty evaluation procedures, and support removal of faculty who are performing unsatisfactorily.

Chair Gregg called for a motion and a second by a voting member of the Committee that the Committee recommend adoption of the following Resolution by the Board of Trustees:

**RESOLVED: The Board of Trustees approves the proposed revisions to the Board Policies on Academic Freedom, Responsibility, and Tenure to be effective as of March 23, 2018, except as provided below:**

1. **The standard six-year probationary period shall apply to all tenure-track appointments made after March 23, 2018. The required campus policies and procedures to govern a faculty member's application for tenure before the sixth year shall be submitted to the Board no later than the last regular Board meeting in 2018 and shall be effective upon approval by the Board.**
2. **The requirement of an Enhanced Tenure-Track Review (ETTR) in the third or fourth year of the probationary period shall be effective as of July 1, 2019 but shall not apply to any tenure-track faculty member who has completed the fourth year of his or her probationary period by that date. The campuses shall present proposed ETTR procedures to the Board for approval no later than the last regular meeting of the Board in 2018.**
3. **(a) Any revision of campus procedures needed to comply with the new minimum components of the tenure review process stated in Appendix A (for example, the requirement of external reviews of all tenure candidates and the requirement of peer review of**



teaching) shall be effective upon approval by the Board. The campuses shall submit any revised procedures to the Board no later than the June 22, 2018 meeting.

(b) The departmental procedures required by Appendix A shall be effective upon approval by the dean and the chief academic officer. Departments shall submit the required procedures for approval no later than November 30, 2018 and shall be effective beginning with the next tenure review cycle following approval.

4. The departmental criteria for tenure required by Article III, Section F, of the policy shall be submitted to the dean and the chief academic officer for approval no later than November 30, 2018 and shall be effective beginning with the next tenure review cycle following approval.
5. The requirement of a periodic comprehensive review of all tenured faculty no less often than every six years shall be effective upon Board approval of the review procedures for each campus recommended by the President. The President shall recommend the procedures to the Board no later than the last regular meeting of the Board in 2018.

**AND FURTHER RESOLVED:** At the June 22, 2018 regular meeting of the Board, the President shall recommend revisions to the procedures outlined in Appendices B and C of the policy to ensure that pre-termination hearing processes are conducted in an efficient and timely manner so that a recommendation is presented to the Chancellor no later than 120 days after written notice of proposed termination was provided to the faculty member.

Trustee Foy made the motion, and Vice Chair Jubran seconded. Chair Gregg opened the floor for discussion.

Trustee Wharton expressed concern regarding items two and five, and made a motion to table the original motion until June 2019 when there is a new Board of Trustees in place and possibly a new President. Student Trustee Smith seconded the motion. The motion

to table failed by a voice vote. Chair Gregg asked Trustee Wharton if he wished to request a roll-call vote, and he declined to do so, noting that the voice vote was clear.

Chair Gregg call for a vote on the original motion to recommend the Resolution for adoption by the Board of Trustees. The motion carried. Trustee Wharton voted against the motion.

Chair Gregg recognized Dr. Chris Caldwell, UTM Faculty Senate President and member of the University Faculty Council, who read the following statement by the UFC:

We support the recently enacted Enhanced Post-Tenure Review (EPPR) policy as constituted. It was developed over a two-year process that was based on (1) identifying a problem with the previous Cumulative Performance Reviews (CPR), (2) determining the best way to solve it, and (3) involved appropriate, qualified trustees, administrators and faculty.

We share the concerns of the Board of Trustees regarding the rigor and consistency of Annual Planning and Performance Reviews (APPR). Improvements should emphasize clearly developed criteria for rank for every academic unit, mandatory department head training, and more thorough accountability by deans and chief academic officers to overseeing the process.

We look forward to working with the UT System and campus administrators to develop a Periodic Post-Tenure Performance Review (PPPR) system that is effective and efficient in using university resources to protect our core missions of research, teaching and service. We agree that issues to be addressed include (1) clearly defining the problem, (2) developing policies and procedures that protect academic freedom and, (3) holding all tenured faculty to the highest standards of performance.

Dr. Terry Cooper, Non-voting Faculty Trustee, recommended that consideration be given to changing the name of the post-tenure review to the Report of Faculty Accomplishment and Accountability (FAA) because it emphasizes both sides of the argument; it protects and promotes tenure.

## **IX. UTIA TEN-YEAR STRATEGIC PLAN WITH REVISED MISSION STATEMENT AND VISION STATEMENT**

Dr. Tim Cross, UTIA Chancellor, presented the new, long-term UTIA strategic plan and vision statement that have been developed after months of stakeholder input and revision (Exhibit 13). New goals include: (1) drive discovery; (2) expand real life learning; (3) rapidly deploy solutions; (4) deliver programs that improve lives; (5) grow and diversify resources; and (6) improve institute effectiveness.

Chair Gregg called for a motion and a second by a voting member of the Committee that the Committee recommend adoption of the following Resolution by the Board of Trustees:

**RESOLVED: The Board of Trustees approves the proposed ten-year strategic plan for The University of Tennessee Institute of Agriculture, including the revised mission and vision statements, which shall supersede the mission and vision statements approved by the Board of Trustees on June 24, 2010.**

Trustee Foy made the motion, Trustee Wells seconded, and the motion carried.

## **X. PROGRAM MODIFICATIONS LEADING TO NEW MAJORS OR DEGREE DESIGNATIONS**

- A. UTK Doctor of Education in Educational Leadership (Ed.D.): Dr. John Zomchick, Interim Provost at UTK, recommended the proposed program modification of the former Ed.D. degree to an E.D. in Educational Leadership (Exhibit 14).

Chair Gregg called for a motion and a second by a voting member of the Committee that the Committee recommend adoption of the following Resolution by the Board of Trustees:

**RESOLVED: The Board of Trustees authorizes The University of Tennessee, Knoxville to offer the degree of Doctor of Education in**

**Educational Leadership, subject to subsequent approval by the Tennessee Higher Education Commission.**

Vice Chair Jubran made the motion for approval, Trustee Wharton seconded, and the motion carried.

- B. UTC Bachelor of Science in Business Administration: Dr. Robert Dooley, Interim Provost at UTC, recommended the proposed revision of the current Bachelor Science in to the Bachelor of Science in Business Administration along with the elevation of the current concentrations in the various disciplines areas into specific majors (Exhibit 15).

Chair Gregg called for a motion and a second by a voting member of the Committee that the Committee recommend adoption of the following Resolution by the Board of Trustees:

**RESOLVED: The Board of Trustees authorizes The University of Tennessee at Chattanooga to offer the degree of Bachelor of Science in Business Administration, with majors in Accounting, Economics, Entrepreneurship, Finance, Human Resources Management, and Marketing, subject to subsequent approval by the Tennessee Higher Education Commission.**

Trustee Foy made the motion for approval, Vice Chair Jubran seconded, and the motion carried.

- C. UTC Bachelor of Science in Computer Engineering: Dr. Dooley also recommended the proposed revision elevating the existing concentration in Computer Engineering to a stand-alone degree program in Computer Engineering (Exhibit 16).

Chair Gregg called for a motion and a second by a voting member of the Committee that the Committee recommend adoption of the following Resolution by the Board of Trustees:

**RESOLVED: The Board of Trustees authorizes The University of Tennessee at Chattanooga to offer the degrees of Bachelor of Science in Computer Engineering, subject to subsequent approval by the Tennessee Higher Education Commission.**

Trustee Foy made the motion for approval, Vice Chair Jubran seconded, and the motion carried.

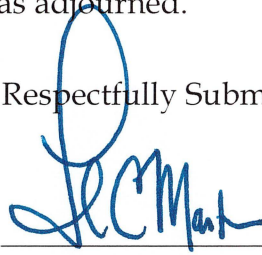
**XI. OTHER BUSINESS**

There was no other business to come before the Committee.

**XII. ADJOURNMENT**

There being no further business, the meeting was adjourned.

Respectfully Submitted,



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Linda C. Martin  
Vice President for Academic  
Affairs and Student Success