

JOURNAL OF THE FACULTY SENATE
 The University of Oklahoma (Norman campus)
 Regular session - April 11, 1994 - 3:30 p.m.
 Jacobson Faculty Hall 102

The Faculty Senate was called to order by Professor Bruce H. Hinson, Chair.

PRESENT: Anderson, Badiru, Barman, Boyd, R.C. Davis, Dillon, Fiedler, Fonteneau, Friedrich, Genova, Gordon, Gutierrez, Havener, L. Hill, Hinson, Holmes, Jordan, Kincade, Koger, Kukreti, Landes, London, Loving, R. Miller, Mock, D. Morgan, Mouser, Ogilvie, Pailes, Reeder, Sankowski, Schubert, Stock, Tepker, Tiab, Van Gundy, Watson, Weaver-Meyers, Weinel, Whitecotton, Wiegand

Provost's office representative: Kimpel
 PSA representatives: Marshall, Spencer
 UOSA representatives: Magana

ABSENT: Cornelius, Faulconer, Harper, Johnson, Lakshmivarahan, Latrobe, Rhodes, Roegiers, Sullivan, Sutton

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APPROVAL OF JOURNAL

The Senate Journal for the regular session of March 14, 1994, was approved.

ANNOUNCEMENTS

As noted in last month's Senate Chair's report, President Van Horn asked for suggestions on how to accommodate a Martin Luther King, Jr. holiday in the academic calendar. The Senate executive committee recommended that "Help Day" be replaced with a final day of class.

The staff governance group, the Employee Executive Council, voted to change its name to Staff Senate. President Van Horn approved the name change, which will be effective May 2.

REMARKS BY SENIOR VICE PRESIDENT AND PROVOST JAMES KIMPEL ON BUDGET SCENARIOS AND DISCUSSION BY FACULTY SENATE

Provost Kimpel said he was at the meeting to get advice on the issue of raises for fiscal year 1995. The worst case scenario for FY95 is that the base budgets of all of the state agencies would be reduced by 2.75% to fund an improved juvenile justice system. That would mean a decrease in the budget base for OU of approximately \$2.6 million. Of the \$28 million in one-time funds for higher education, \$10 million would be annualized. One-time funds are being used for National Merit Scholars, endowed chairs, and other items. The best case is a flat budget with additional funding for increases in fixed costs such as fringe benefits.

The crucial thing now is timing. Planning during the summer is difficult, because many faculty are not here to participate. This year the Provost is thinking about making a set of assumptions and deciding on a plan before mid-May. If the base ends up the same as last year, budget reduction scenario one--a 3% cut to core areas and a 5% cut to non-core areas--could be implemented. That would provide enough money to cover fixed costs and give an average raise of about 2% to faculty and staff, effective July 1. The question is: Do we cut these areas in order to provide salary increases, or do we leave funding where it is? The reductions to the academic areas will be painful, because the cuts usually affect the G.A. pool and M&O. Is it important to keep raises going in this kind of environment and when inflation is relatively low? What is important for the future of the university and the departments?

Prof. Loving asked how much would be available for salary increases and how would it be allocated. Provost Kimpel said an average of 2% would be available for faculty and staff, and it would be allocated differentially to colleges, similar to what was done this year. Prof. Loving asked how much would be allocated to pay increases for administrators. Provost Kimpel answered that 2% would be available for administrators, just as for faculty and staff.

The provost pointed out that last year, even though only 3% was provided for salary increases, faculty raises averaged 4.1%. By comparison, monthly staff, including administrators, averaged 3.6%, and hourly staff averaged 3.4%. He would probably give departments permission to give more than 2% to faculty.

Prof. Loving mentioned that his department gave back more than other units in the college last year. The question of whether the process of re-allocation is inequitable is an important factor in deciding whether to re-allocate or not. "If we do not know now how the re-allocation will take place, then what the administration is asking us to do is sign a blank check. The money will come from some people and go to some people, but we don't know who." Provost Kimpel said faculty salaries range from 83% to 100% of their peers, depending on the unit or college. He said he could not guarantee a flat allocation to everyone, because there are differences that need to be addressed in the process. Prof. Mock said that would suggest that administrators who are paid more than their peers would not receive

raises comparable to those who are below their peers. Provost Kimpel said he thought that was fair. Some administrators are paid above and below national norms, just as faculty are. Prof. Mock said the morale problem comes from the perception that administrators as a group are paid better compared to their peers than faculty are. When Prof. Mock asked about deans, Provost Kimpel said it was difficult to average averages.

Prof. Weinel said she could forego a raise, since it would not amount to very much, in order to keep the university on an even keel, but there are equity issues among the colleges and departments and between faculty and administrators that are affected. Provost Kimpel said he would try, as in the past, to make sure the faculty receive the largest increase. Prof. Loving said his department had only received 2.5%, or about \$20,000, for raises last year. That is, the amount his whole department received was only slightly more than the raise given to Provost Kimpel. The provost said he had come to talk about what the strategy should be for next year and how important it is to keep salaries going.

Prof. London said the faculty in his department had discussed that issue and decided in favor of raises. Prof. Mock encouraged the provost to use peer group comparisons as the pay raise strategy. Provost Kimpel responded that that was important, but performance is also important. Prof. Holmes said if the goal is to keep faculty salaries moving, has there been any discussion about re-allocation of the staff and M&O budgets in order to provide an across-the-board cost-of-living raise to everyone? Provost Kimpel explained that the 3% and 5% scenarios have the effect of re-allocating money from administrative units to the core academic units. Last year, \$1.2 million was re-allocated to core departments. Approximately \$1.6 million of indirect costs was re-allocated into the general pool so that everyone could share in the research enterprise. The 3% salary increase cost the university \$3 million, at a time when the university's base budget was reduced by \$3 million.

Prof. Havener said the senate could look at the trade-offs if it knew what the raise money would come out of. Provost Kimpel said most would come from the administrative offices, and 3% would come from the academic units. In the academic units, the bulk of the money would come from the G.A. pool, M&O, and the elimination of eight vacant faculty positions. The estimate is that about 12 staff positions would be eliminated in the academic areas and about 20 in the non-academic areas. Most of those positions are unfilled.

Prof. Holmes said he did not believe Provost Kimpel had answered his question about across-the-board raises. The provost said that was discussed but that he favored merit-based raises. During the oil collapse, when the base budget was reduced 20%, 170 faculty left the university. The key is to keep good faculty at the university.

Prof. Holmes asked what was being done to address the compression problem. Provost Kimpel said some progress was made on some compression and equity problems two years ago when limited salary increases were given. The money for this year could be allocated for cost-of-living, compression, equity, or merit; the provost believes the funds should be used to retain the best people.

Prof. Hill commented that he was glad that Provost Kimpel was asking this question. He said he was ambivalent, considering 2% of a \$40,000 salary was only \$800. He asked whether that was enough to keep someone at OU. Cutting

3% from his department means reducing the G.A. pool. He suggested that the junior faculty might be more interested in other opportunities that could be provided, such as increased library funding. Provost Kimpel pointed out that all academic departments were given TIP (Teaching Incentive Program) money and will continue to receive it next year. That money can be used to cover things that were cut in the re-allocation process.

Prof. Weinel asked about the rate of inflation. Prof. Holmes said it was about 2% or 3%. Prof. Weinel said she recalled times when people did not expect a raise every year. Now people think they need a raise to keep up with the cost of living. She asked whether OU would get any points with the legislature by declining a raise. Provost Kimpel answered that we would not get any political points, because last year the state colleges handled things very differently. OSU had no raises; this year, they are contemplating a 5% raise.

Prof. Boyd asked about the consequences for the following year if we did not take raises this year. Provost Kimpel said for FY96, H.B. 1017 would be fully funded, and the Oklahoma economy appears to be improving. However, higher education is about eighth on the state's list of priorities. The probable scenario for FY96 is that the budget will be flat unless the state has new revenue or something changes the state's opinion of higher education. Some efforts are being made toward a 1017-like bill for higher education. Prof. Stock pointed out that an OTRS buyout could be a tremendous cost. Provost Kimpel noted that in 1996 employees would start paying 7% of their total salaries plus fringe benefits toward OTRS, and the university's contribution will increase. Every attempt is being made to get the legislature to change that.

Prof. Holmes asked whether health care costs would be increased the following year and negate any raise this year. Provost Kimpel said he did not know what would happen with health care in the country. The Provost encouraged the senators to send comments to him in writing or by e-mail. He pointed out that he would be talking to the Budget Council on April 20.

SENATE COMMITTEE ON COMMITTEES' PRELIMINARY NOMINATIONS FOR END-OF-THE-YEAR VACANCIES ON COUNCILS/COMMITTEES/BOARDS

A preliminary list of nominations for committee vacancies (available from the Senate office) was distributed at the meeting and will be voted on at the May meeting. Nominations can be made from the floor, but the permission of the nominee must be obtained.

SENATE CHAIR'S REPORT, by Prof. Bruce Hinson

The following chair's report was distributed at the meeting:

"The pocket-sized information sheet (available from the Senate office) you find on the materials table is the culmination of several months of work in response to a suggestion by the legislators with whom the Executive Committee met earlier this year. It contains, in brief, easily digested form, some of the strongest 'selling' points about the University of Oklahoma. It is also, quite frankly, intended to counter the unfortunate perception that we sit back with feet propped on our desks and wait for the state paychecks. Our major supporters in the legislature asked for an easy reference 'card' to back up their efforts to support the work of OU; this is the result.

"The Senate and the university at large owe a considerable debt to Senate Secretary Pat Weaver-Meyers, who shouldered this responsibility, diplomatically urged the rest of us to get our contributions in, and saw it through to publication. We should also acknowledge the assistance of Theresa Smith in the office of Institutional Research, Dianne Bystrom and Gus Friedrich in the Provost's office, and Charlotte Gay from Public Affairs.

"These 'cards' will go to members of the state legislature, to the participants in the Speakers Service, and to anyone with an opportunity to make our case with the public in general. It is likely that even members of the faculty are not aware of the many and varied contributions OU makes to this state. If any senator knows of someone who should have this information, let us know; we can't afford to hide our light under a bushel. Thanks, Pat.

"President Van Horn has endorsed, 'with pleasure,' the Senate's approval of the proposal to allow voluntary publication of student-faculty course evaluations (see 3/94 Journal, page 6). It is still unclear whether the logistics will permit implementation of the proposal this semester, but an important precedent has been set regarding cooperation with UOSA and better service to students.

"The second part of the resolution supporting UOSA's request directed the release of prior years' release forms. These are available in the college offices. Apparently only Arts and Sciences has routinely furnished the release forms with the evaluations, and those are on file and open for use in the A&S office.

"The Senate, through the Executive Committee, went on record several months ago opposing a 'split' of the Norman Campus and the Health Sciences Center in a proposed reorganization plan. The report of the consultant engaged to evaluate the proposal is on the agenda for this week's meeting of the Board of Regents. In very abbreviated form, it recommends what the senate thought: that the creation of presidents for each campus reporting directly to the regents is not a practical option. The preferred option is a streamlined reporting process that would vest more responsibility in the provosts of each campus, with a single president still representing the University of Oklahoma to the public and the legislature.

"As our academic year winds down, so does the legislative year. It may be that, as in past years, a personal effort, face-to-face, with members of the legislature may be useful in supporting those issues vital to higher education. Major issues such as the operating budget, retirement, the endowed chairs program and others are far from settled. There is an appropriate time and place for concerned faculty to make the case. If you would be willing to participate in such an effort, probably in concert with colleagues at OSU and other institutions, let any member of the Executive Committee know. As a seasoned observer of the lobbying efforts remarked, 'Legislators keep head counts.' Our mere presence and evidence of concern can weigh heavily in what is really a competition for scarce dollars.

"And a final, non-political but very important concern: commencement. What may be 'another work day' for many faculty is anything but that for graduates and their families. Faculty support (attendance) has been less than outstanding in recent years. It is possible that we forget the importance of this event to people who have invested a great deal of time, effort and money to achieve this goal. We can't expect students and families to value what we profess to think important if we can't acknowledge its importance by our presence. Hope to see you there."

ROLE OF DEANS

Prof. Dillon reported on the progress made so far by the committee to study the role of deans. She said the committee had met twice and is collecting data. The members are: Luis Cortest (MLL&L), Connie Dillon (ELPS), Davis Egle (AME), Gus Friedrich (Provost's Office), Fran Ayres (College of Business Administration), Carol Beesley (College of Fine Arts), Keith Bystrom (College of Law), and David Young (College of Arts & Sciences). Any suggestions should be given to one of the members. The chair, Keith Bystrom, will meet with the Faculty Senate Executive Committee soon. Prof. Gordon asked what the charge or main issues were. Prof. Dillon said the mission was to update the Faculty Handbook. The committee is collecting information to determine what the issues are. Some of the issues so far are the evaluation of deans and selection of deans, in other words, issues parallel to those addressed in last year's role of chairs report. Prof. Friedrich added that this was a Faculty Senate initiative. Last year, a committee focused on the role of the chairs and made recommendations for changes. The intent this year is to look at the role of deans to see if any changes should be made pertaining to selection, duties, or evaluation.

FACULTY APPEALS PROCESS

Prof. Pat Weaver-Meyers, chair of the faculty appeals process committee, presented a report outlining proposed revisions in the faculty appeals sections of the Faculty Handbook (attached to the agenda and available from the Senate office). The proposed revisions will be voted on at the May meeting. She explained that a committee was established about three years ago to review the faculty appeals process and continue the work of a 1986 committee. One outcome has been the appointment of an ombudsperson. A report by this committee, which included some recommendations, was approved by the Faculty Senate last year (see 5/93 Journal, page 5). The committee members are: Jacob Larson (Music and past Faculty Appeals Board Chair), Pat Smith (Educational Psychology), Shirley Wiegand (Law), Pat Weaver-Meyers (University Libraries), Dianne Bystrom (Provost's office), and Jill Bush Raines (Provost's office). The committee met with the Affirmative Action Officer, Chief Legal Counsel, and faculty who had concerns. Some of the concerns were minority representation and multiple charges like sexual harassment and due process. The committee wanted to streamline the process and move all of the procedures into one; however, the final result was that appeals may start at various channels but flow into a single hearing process. That will eliminate some committees. Time limits have been established for each stage. Administrators have been removed from the situation of giving an opinion at an early stage and then making a decision about the same case later. A Faculty Appeals Board chair-elect position was created to provide continuity. A pre-hearing committee composed of the past and current chair and chair-elect of the Faculty Appeals Board was established and would replace the Committee of Inquiry. A mechanism for annual review of the process was created. Prof. Weaver-Meyers asked the senate to read the document and pass it on to interested faculty. The goal is to have a clear, concise policy that is fair to everyone.

Prof. Holmes asked whether the current and proposed language could be compared. Prof. Weaver-Meyers explained that major changes were made, and it would be difficult to make a direct comparison. Prof. Fiedler asked whether the sentence, "Discrimination resulting from the university's affirmative action does not constitute a basis for a complaint," could be added to section F to avoid any conflict of interest. Prof. Weaver-Meyers said she would ask the committee to address that.

EQUITY IN FACULTY SALARY INCREASES

Prof. Brent Gordon, Chair of the Senate's Faculty Compensation Committee, gave a progress report on equity in faculty salary increases (see 2/94 Journal, page 7, and 3/94 Journal, page 5). He explained that there was some discussion at the February meeting about differential salary increases, focusing particularly on the College of Arts and Sciences. The Faculty Compensation Committee sent a letter, with a March 30 deadline (distributed at the last meeting and available from the Senate office), to the deans and college committees. Prof. Gordon reported on some responses last month, but there was not much further response. Apparently the deans told the Provost they were unhappy about having to answer questions that would take too long to answer and were too open-ended. The Provost suggested that the deans had already answered those questions to the Budget Council. However, the questions asked by the Budget Council had to do with budget reallocation between core and non-core areas, only three deans spoke with the Budget Council, and the others sent something in writing. The Faculty Compensation Committee letter asked how units are compared within a college and the nature of faculty involvement in that process.

Dean Young (Arts and Sciences) spoke to the Budget Council April 21 on how money is allocated to different units within the college. Those minutes are available from Prof. Gordon. The Faculty Compensation Committee wanted the advice of the Faculty Senate on how to proceed.

Prof. Gordon noted that he would be presenting a resolution related to faculty salaries under new business. Prof. Mock asked Prof. Gordon if he thought there was anything distressing about taking a mean of a mean. Prof. Gordon answered that the Provost was correct in saying that an average of averages was inappropriate; however, some of the figures the Provost used were misleading. Prof. Mock commented that administrators are getting double digit raises. Prof. Gordon explained that administrators with faculty standing were included in the calculation of the 4.1% average raise for faculty. Among faculty, 41 received raises in excess of 10%; most raises were 2-4%. Of those 41, administrators with faculty standing represented a significant number.

Prof. Loving asked whether it would be appropriate to submit the same or a revised questionnaire and make it clear they cannot refer to other responses. Prof. Gordon said it would be possible to refine the questions and make them easier to answer. Another idea is to meet with the deans. Prof. Holmes asked whether the letter had requested working papers. Prof. Gordon read the questions that were asked. He said he would try again in some other form. Prof. Loving suggested that the deans be given the option of answering a new questionnaire or coming in for an interview with the Faculty Compensation Committee.

RESOLUTION, BUDGET PRINCIPLES

On behalf of the Senate's Faculty Compensation Committee, Prof. Gordon presented a resolution with three recommendations pertaining to the university budget (Appendix I). Prof. Gordon said the intent of the resolution was to keep faculty salaries moving and hold administrative salaries in line. Point one admits that fixed costs have to be paid; the next priority should be faculty raises that are better than inflation. Point two suggests that if there is not enough money, then administrators should make decisions as to the direction of the university and make

strategically targeted cuts. Point three says the university does not need to pay such large sums to bring in deans.

Prof. Loving suggested that the resolution be modified to say that any calculation of faculty salaries should exclude administrators who could also be considered faculty. Prof. Gordon said he thought that was already implicit in the definition of administrators. Prof. London suggested that "(but need not be limited to)" be replaced by a list of certain administrative positions since many faculty have some administrative responsibilities. Prof. Loving asked whether an administrator who goes to a faculty position carries that administrative salary with him/her. Prof. Friedrich said some administrators get an extra stipend as an administrator, which then disappears when they leave the position. In other situations, when a 12-month administrator becomes faculty, s/he receives 9/11 of the salary.

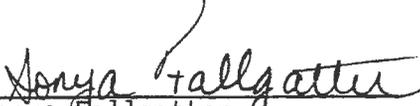
Prof. Fiedler observed that no limit was specified on how long this would apply. Prof. Gordon said it could last a few years. He said he did not see any reason to limit it. Prof. Friedrich asked about the rationale for 2%. Prof. Gordon said the idea was that raises should exceed the cost of inflation. Prof. Dillon said her interpretation was that the 2% would be in effect until faculty salaries reached the equivalent of their peers. Prof. Gordon said that was not explicit in the resolution. Prof. Havener suggested that the Faculty Compensation Committee add some clarifying language like, "until average faculty salaries reach the average of peer institutions." Prof. Friedrich asked whether that was the real intention. Prof. Havener said it could be revised later.

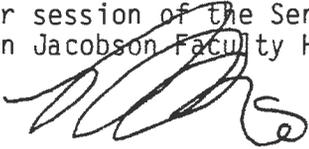
Prof. Weaver-Meyers said she was concerned about whether some criteria should be suggested in point two. Prof. Gordon said the intention was that cuts in academic areas be sensibly targeted, as opposed to across-the-board. He said the word "strategically" could be defined more precisely.

Prof. Friedrich moved that the resolution be sent back to the Faculty Compensation Committee and Senate Executive Committee to tune up the wording. He suggested that the language in numbers six and seven of the introduction that refers to across-the-board budget cuts be made more precise. The motion was approved on a voice vote. Prof. Boyd urged the senators to send suggested changes to Prof. Gordon.

ADJOURNMENT

The meeting adjourned at 5:00 p.m. The next regular session of the Senate will be held at 3:30 p.m. on Monday, May 2, 1994, in Jacobson Faculty Hall 102.


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FACULTY COMPENSATION COMMITTEE

Proposed Resolution

Introduction

The Faculty Senate recognizes that:

- 1) The primary missions of the University of Oklahoma are teaching and research or creative activity;
- 2) The responsibility for fulfilling these missions falls upon the faculty of the University;
- 3) To accomplish these missions, the University of Oklahoma must be able to attract and retain qualified professors;
- 4) University of Oklahoma professors are undercompensated when compared to professors at similar institutions;
- 5) Only about 18 percent of the total Norman Campus Budget is spent on salaries paid to all teachers (about 44 percent when compared only to recurring state appropriations and student tuition and fees);
- 6) Continuing the Administration's policy of across-the-board budget cuts will place an undue burden on the core units responsible for teaching and research or creative activity;
- 7) Continuing the Administration's policy of across-the-board budget cuts will only serve to postpone making the tough choices that must be made.

Resolution

The Faculty Senate urges the Regents and the Administration of the University of Oklahoma to adopt the following budget principles:

- 1) After taking into account the funds needed for paying any increase in the fixed costs of running the University (e.g., utilities), each core unit should be allocated a sum of money sufficient to provide faculty members with raises averaging *at least* two percent more than the increase in the cost of living.
- 2) If after allocating funds to pay for increased fixed costs and the faculty raises, there remains a shortfall in funds, then that shortfall should be made up by both across-the-board and specifically targeted cuts in noncore units (e.g., administration), and only then, if necessary, by limited and strategically targeted program cuts in core areas.
- 3) The average salary of University of Oklahoma Norman Campus faculty, as a percentage of average faculty salary at peer institutions, should climb to the same level as the average salary of University of Oklahoma administrators, as a percentage of average administrator salary at peer institutions. Until it does, no administrator will receive a salary increase, nor will any vacated administrative position be filled at a higher salary than has been budgeted for that position in fiscal year 1994, nor will any new administrative positions be created except when doing so results in a net reduction in the number of administrators and their total salary. For the purposes of this provision, "administrator" includes (but need not be limited to) the executive officers and the administrative officers of the University, as well as all Deans, Associate Deans and Assistant Deans.