

## **Faculty Relations Committee, Annual Report 2022-23**

Prepared by Thomas Moeller, Committee Chair

### **Committee Members**

Sarah Angle, Ellen Broom, Eric Gonzales, Dustin Hahn, Hadi Hosainy, Laurel Lynch, Kelly McCormick, Thomas Moeller, David Sandell, Matt Switzer, Corey Trahan, Daniel Williams, Daxton Stewart (FSEC Liaison)

### **Standing Committee Charges**

*1. Monitor the effectiveness of University policies on tenure, promotion, and grievance as set forth in the Faculty and Staff Handbook*

No issues regarding this charge came up during the year.

*2. Monitor the effectiveness and outcomes of faculty conflict resolution processes for ensuring due process*

No issues regarding this charge came up during the year.

*3. Represent the faculty on issues on benefits and compensation with Human Resources*

The committee discussed and drafted a letter from the TCU Faculty Senate to Victor Boschini, Chancellor, Teresa Abi-Nader Dahlberg, Provost/Vice Chancellor for Academic Affairs, Yohna Chambers, Vice Chancellor and Chief Human Resources Officer, and Bill Nunez, Vice Chancellor for Finance and Administration titled "Support for University Compensation Advisory Committee (UCAC) recommendation" to support UCAC's recommendation of an annual salary increase of 7%. After the entire TCU Faculty Senate endorsed the letter, the Faculty Senate Chair send it to the addressees in December 2022.

### **Special Committee Charges**

*1. Improve working relations and trust between the TCU faculty and the TCU administration*

*a. Request a plan to restore inflation-adjusted pre-pandemic salaries and benefits*

See letter in Support for University Compensation Advisory Committee (UCAC) recommendation above.

*b. Advocate for Faculty Senate representatives on Board of Trustees and Chancellor's Cabinet*

The committee discussed and drafted a proposal from the TCU Faculty Senate to Mark Johnson, Chairman of the Board of Trustees, Victor Boschini, Chancellor, Teresa Abi-Nader Dahlberg, Provost/Vice Chancellor for Academic Affairs, and Daniel Pullin, President, titled "Proposal to improve connectivity between TCU faculty and Board of Trustees" to request the appointment of three Faculty Senators to the position of Trustee. After the entire TCU Faculty Senate endorsed the proposal, the Faculty Senate Chair send it to the addressees in February 2022.

*2. Pass the Resolution Supporting the Fundamental Importance of Academic Freedom*

Presented the resolution at the September Faculty Senate Meeting where the TCU Faculty Senate passed it.

*3. Address frequent misalignment between the dates of TCU's spring break and that of the major public-school districts in the area*

Contacted the Registrar Nicole Fisher on September 12, 2022, by email. She replied: "Because TCU is in Fort Worth and we have faculty and staff who come from all over the metroplex, we use Fort Worth ISD as our method to determine Spring Break week."

*4. Follow up on Danyelle Ackall's work on confusing job titles and inconsistent contract terms for non-tenure track faculty*

An ad hoc-Committee is working on these issues and FRC is ready to help if requested.

*5. Follow up on procedures for granting tenure to university administrators*

Discussed this issue extensively at our March committee meeting. Requested time to discuss further at TCU Faculty Senate Meeting. Further action was postponed due to broader implications after FSEC discussed with Provost.

*6. Follow up on potential parking cost changes*

There were no new developments regarding parking during the academic year. Therefore, the Committee did not take any actions.

**Additional activities added during the year**

1. Discussed and developed questions and discussion topics for the Annual Breakfast with Executive Committee of the Board of Trustees on September 28, 2022.

2. Discussed and developed questions and discussion topics for the Faculty Senate Meeting with the Board of Trustees Chair Mark Johnson and Vice Chair Kit Moncrief on November 3, 2022.

3. Re-elected Thomas Moeller as Faculty Relations Committee Chair for 2023-24 after he was the only candidate nominated by the committee members.

**Recommendations for Special Charges in 2023-24**

1. Faculty and staff salaries are still substantially below 2019 inflation-adjusted levels. Coordinate with UCAC and reemphasize adequate compensation levels to the TCU administration.

2. Continue to follow up on procedures for granting tenure to university administrators.

3. Follow up on request for Faculty Senate representatives on Board of Trustees and initiate discussion of Faculty Senate representatives in the Chancellor's Cabinet.

## **Appendix: Meeting Notes**

### **Faculty Relations Committee Meeting on September 8, 2022, 3:30 to 5:00 p.m., NEEL 4203**

Present: Sarah Angle, Ellen Broom (Zoom), Eric Gonzales, Dustin Hahn, Laurel Lynch, Kelly McCormick, Thomas Moeller, David Sandell, Matt Switzer, Corey Trahan (Zoom), Daniel Williams, Daxton Stewart

Absent: Hadi Hosainy (unexcused)

Two Board of Trustee Meetings:

September 28 (Breakfast)

November 3 (Q&A session)

Topics/questions for meeting and for trustees. Let's do one list for both meetings with Trustees:  
(this is the first time meetings like this has been held)

Background on why these meetings are happening:

Conflict

How to improve relations with Trustees

Passed resolution that went to Chancellor (ask for group to repair relations and interact)

Dan meets with Chancellor and Jill Havens to discuss resolution. Chancellor suggests "greater points of contact"

Feelings that we need more efficient ways to communicate with each other

Faculty representation on Board of Trustees and in Chancellor's Cabinet should still be goal

What are ways that we faculty (in all) can establish a working relationship with the board

Greater idea is for conversation

Member says be strategic with time (get to know each other, be friendly)

Member suggests faculty rep on board of Trustees

We don't have actual power (board decides to listen or not)

Ask board their vision for university

R2 status convo and concerns but now swinging to the other side

[look for common ground]

UNT and Baylor R1 now

What is R2 plus? Pushing for this?

Member says Provost says we don't want to be an R1

So how do we maintain R2 status (good convo to bring up)

What's important from Board?

Member says we never know where things are coming from

What/Who do we want to be moving forward?

Is there talk of increasing size of students at university? Maximize 15,000 of undergrads.

Board of trustee: affluence, 50 people, required donation amount, expectations of contributions later

Member says lots of talk about moving to R1 (driven by athletics) and DEI [from Listening Session]

FOOTBALL! --- this could drive TCU to becoming R1

How can we become and encourage transparency at the university as whole

Faculty workload policy makes us conclude or think that we wouldn't want to be R1

### **WHO DO WE WANT TO BE AS A UNIVERSITY?**

De-emphasize research in favor of teaching: represents lack of interest in board of trustees and understanding of how well research improves teaching

Vision of university: Fear of broad strokes and contradictory ideas

Number concerns and changes:

Admitting more applicants

Attrition rates

Graduation rates (taking longer to graduate)

TCU boast retention rate of 92% from freshman to sophomore year

Problem: students not getting into courses they need to take

Problem: faculty loss

Retirement increase? Hard no. Because of perceived drop of enrollment in 2024/2025  
East Coast universities would see this more

\$80-140 million in revenue for past 10 years

Benefits statement: Bring it up and bundle it with regular compensation

How can we sell this?

### **Softball questions:**

Vision of the university

"I'd love to hear your vision for the university"

Then use that information to sell our points of what we want

Vision (books give to board from us)

Board of Trustees needs to understand and have empathy for us and how we can move their vision forward

What's the story we can tell to persuade them to give us what we want

Need cohesive strategy on how to persuade them –

Need to have a positive relationship

Do they think faculty input is relevant/important

**Strategy:**

Figure out their vision

Use that (those) statements to create our own persuasive story (visually told) how our values and ideas align

Go to breakfast build relationships

Note: We have no real power here. Must figure out a way to align visions and make them think that everything is their idea. This is the ticket to get what we want.

Cultural need for faculty and trustees to work together?

Point of contact strategy – for this first meeting with the board of trustees

Reflective question idea: what are the characteristics of health institution (forward thinking)

We need real goal that the board of trustees wants

Member – wants to impress upon that faculty makes the university. Yes, true. But how can we make that impression in this environment

Talk of who's actually going to breakfast meeting

**MOVING ON TO OTHER CHARGES:**

Improving relations between faculty and trustees (breakfast)

(be nice or nasty 😊 )

Spring break misalignment with FWISD

(on track this year). Must be in sync with TCC because of dual-credit courses

Danyelle Ackall work – should we do something here? Laurel will follow up with Danyelle.

\$\$\$Compensation: Our compensation with inflation has dropped 10 percent since 2019. Every year we are behind. It needs a multi-pronged approach from all the committees involved. How to coordinate any activities with other committees?

Our thoughts on this issue:

Parking

Need a united voice

Member talks about purchasing power in 2019 – would require substantial raises

Merit increase verses a raise

Split it:

Half a merit and half cost of living?

Compensation Research From Last Year:

We want to be at 90 percent of median

**Getting raises must be an issue of high priority**

He says merit increase over time more than 3.5

We need to separate out merit raises and cost of living increases

Equality decisions, too.

Job market is very tight. Turnover is high.

We need numbers on turnover at TCU (we could use this make case. Also inverse relationship between university revenue (profit) and staff/faculty salaries

Background/history

For over 10 years merit raises funded my increase in tuition. Now tuition not going up. Where does pot of money come from.

\$2.9 billion endowment !!!

Provost says pool of funds faculty gets paid is from tuition

Where/what funders can we get money from to pay faculty/staff

**Back to the workload convo and how it's framed:**

One department in each college is doing this trial period

Follow up with Provost on workload model

The specifics are in hands of the Deans

If we want change this should we show a specific case?

## **Faculty Relations Committee Meeting on October 20, 2022, 3:30 to 5:00 p.m., NEEL 4203**

Present: Sarah Angle, Ellen Broom (Zoom), Dustin Hahn, Hadi Hosainy, Laurel Lynch, Kelly McCormick (Zoom), Thomas Moeller, David Sandell, Matt Switzer, Daniel Williams, Daxton Stewart

Absent: Eric Gonzales (excused), Corey Trahan (excused)

### **Spring Break Discussion**

Goal to be in alignment with FWISD as communicated by TCU Registrar

### **Priority: Questions for next faculty senate meeting with Board Nov. 3 [what kind of university do we want to be?]**

Thomas has created a list.

--Rankings from U.S. News and World Report (how they get created)

--What it means to be (are we trying to be) R2+ --- this might be mean R2 is a seatbelt (don't seek R1 if can accomplish it. Plus, it's costly). R1 is research and grants based. Doctor programs. External research funding. Thoughts on ranking: University now has much more professional-track professors. Therefore, research output goes down.

--AAU Invitation

--Conference realignment

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We will only have about an hour to ask these questions. Let's edit down this list.

Member wants to see what it will take to get a faculty rep on the Board.

We have peers and aspirants but it doesn't matter to the Board in terms of getting faculty some of our asks

What do we really want to accomplish with teacher/scholar model

Thoughts that we need to ask this to be a "gather and learn" opportunity rather than specific things

The Board members are good at talking nicely in broad terms. They say everything is getting better.

Should we rephrase our questions.

Is this meeting an opportunity to educate them?

WHAT IS THE PURPOSE OF THIS BOARD MEETING?

Eliminate from doc:

Neeley question (1 e)

What power does The Board have versus the Chancellor or Provost?

-Purse strings

-Hiring and firing of the Chancellor

What does it mean to enhance our academic reputation?

Compensation for faculty staff is a key discussion and it relates to all aspects of this doc.

We all want to bring up the point of a having a faculty member on the Board (and bring this up early in the meeting)

What is hang up with having a faculty member on the board

Idea: Frame each question that is congenial

Why can't we see the bylaws?!?

Majority of time spent here talking about Questions for Faculty Senate Meeting

Editing the questions.

Thoughts to remove question (3 b)?

Chip rewrites some of the questions. The committee likes the edits.

Some talk on not bringing up past resolutions that have not been passed.

[Jill wants our questions today]

Committee wants to send three question Chip created. Committee thinks too many questions obfuscate the conversation and meeting

ROLLING OVER OTHER AGENDA ITEMS TO NEXT MEETING



## **Faculty Relations Committee Meeting on November 10, 2022, 3:30 to 5:00 p.m., NEEL 4203**

Present:, Ellen Broom (Zoom), Eric Gonzales, Dustin Hahn (Zoom), Hadi Hosainy (Zoom), Kelly McCormick, Thomas Moeller, David Sandell, Matt Switzer, Daxton Stewart (Zoom)

Absent: Sarah Angle (excused), Laurel Lynch (excused), Corey Trahan (excused), Daniel Williams (excused)

### **(1) Update on** compensation issues and UCAC recommendation

7 percent increase

Member: 5 percent cost of living/2 percent merit proposed versus possible actuals of 4 or 5 percent.

Member: Compared to 2019; if inflation were 4 percent, 16 percent or three years of 7 percent increase would be required to put compensation at 2019 levels. Currently, the faculty is suffering a decline in standard of living.

Proposal for a statement prior to the board's decision about 2023 compensation.

Resolution to endorsement of UCAC's finding and proposal

Thomas accepted responsibility for drafting this letter.

"Peer and aspirant" schools show higher retirement contributions, placing TCU at the lowest level. Baylor is one example.

Proposal to draft resolutions that require forms of accountability such as feedback

Gather data about faculty attrition (and replacement), and failed searches.

### **(2) Update on** Danyelle Ackall's work on confusing job titles and inconsistent contract terms for non-tenure track faculty

### **(3) Potential** actions remaining workload model issues.

Discussion about the objective:

Measure for assessment and/or workload.

Basis for other unsaid administrative measures

Means of creating equity across divisions.

WA, once policy, can be used for a variety of objectives, some of which could be adverse to faculty interests.

WA is a fiction; the percentages do not reflect the realities of work across campus divisions.

Most colleges are piloting the WA but few know what this means.

Proposal: Identify specific problems with the WA application to identify patterns across campus.

**(4) Follow-up** on meeting with trustees. Work on “business” proposal from faculty representation on Board of Trustees

Much of the above discussion reflected on the meeting with board members.

Proposal to brainstorm the “business plan” for faculty representation

- The meeting itself revealed a lack of shared assumptions and ease of communication.
- Other institutions include faculty representation on boards
- Creating good faith for both sides or creating good will to eliminate the perception of sides.
- Would a sit-down with the chancellor be worthwhile?

**(5) Process** for tenure for incoming administrators and faculty. Follow up on University Advisory Committee letter (May 3, 2022)

Letter from the University Advisory Committee, inclusive of handbook guidelines.

**(6) List** of peer and aspirant universities.

Member: Request for definition of peer and aspirant universities.

List changes with request to the topic of discussion. Hence, this is rhetorical as opposed to something we actually use as basis for comparison and contrast.

Peer and aspirant schools are about perception versus actuality?

## **Faculty Relations Committee Meeting on December 8, 2022, 3:30 to 5:00 p.m., NEEL 3503**

Present: Sarah Angle (Zoom), Eric Gonzales (Zoom), Dustin Hahn (Zoom), Hadi Hosainy (Zoom), Laurel Lynch (Zoom), Kelly McCormick (Zoom), Thomas Moeller, David Sandell, Matt Switzer, Daniel Williams

Absent: Ellen Broom (unexcused), Corey Trahan (excused), Daxton Stewart (excused)

Need to finalize our letter of support for the faculty/staff raises.

Member pulled up edited letter on screen for all of us to review.

Discussion of letter. Committee agrees letter is okay to move forward. Unanimous vote to approve.

Next order of business --

Proposal for faculty recommendation on board of trustees

We need to write a business proposal, course of action, and facts of reason

Dan had list from 2017

This is due to faculty senate executive committee in January

Conversation about Board of Trustees. How many sub-committees are there? Curious (to know).

Member:

Comparable representation on board at Baylor? A student, staff, and faculty member. In 2017, Baylor had two faculty members on the board

Duke has faculty members on its board of trustees and faculty members on its sub-committees.

Member: Are we seeking voting rights?

Two different ways of thinking about it: Ask for bare minimum or ask for what we really want

We need to write a business proposal

Intro

Challenge

Why it matters

Solution

Call to action (ask)

(I think we need to mention the football success of this season)

Value Proposition of faculty being there

“perception is reality”

If faculty feels communication isn't good then it's true

Member: Chancellor cut retirement benefits in 2020 without any input from anybody else on campus

Member: Asked if Board of Trustees opinions have changed

Member: Doesn't think we should send a "business proposal" use history to make case

What is the benefit for the Trustee to have a faculty member roaming around their meetings. Need to position it as we are providing a service

What's the value proposition of faculty being there

TCU used to have faculty representation at Board of Trustee meetings

Member: Write it as a business proposition. Two members voice agreement.

Do we want to ask for faculty to have voting rights at Board of Trustees meetings?

Member: Thinks we should not ask for voting rights but more faculty representation at the meetings

We want to ask for one faculty member on each sub-committee

**Dustin submits outline for business proposal in chat:**

Problem

Solution

Why is this best

Precedent elsewhere

Summary

Where is the key work? Where would faculty be best represented?

Elephant in the room: Shared governance on campus

The way our board is made up: if you're on the board you're automatically placed on a sub-committee

Should we have a seat on the cabinet and harmonious relationship with administration???? That might move us closer to our objectives.

Member: Thinks we have precedent for presence on Board of Trustees but not on Cabinet.

Develop two proposals: One for Board of Trustees and one for the Cabinet?

Some people want both. Some want just board of trustees.

We all want Thomas to go talk to possible new president!

Talk about possible incoming president

**Decisions to make:**

Cabinet and Board of Trustees faculty member

Type of proposal (business or academic in nature)

Who gets to pick the faculty representatives?

Is it the board or is it faculty senate

Member: How do other universities choose faculty members on their boards?

We need to see what other schools are doing.

Member: Suggest just giving three faculty members. Vote in faculty senate. People put their name in the hat.

Member pulls up document that shows universities with faculty on subcommittees.

Baseline other universities have: Is one faculty member attending the BOT meetings

Thomas goes through subcommittees for BOT that Eric put in the chat

Member: Suggestion to team up with SGA and Staff Assembly

**Member: Ask for representation on these three subcommittees:**

Fiscal affairs

Academic affairs

Governance

Member: Thinks we should ask for student representation on the board

Idea that we ask for too much then it'll be taken negatively.

Member: Act swiftly and simply

**Consensus:**

Ask for three members

No voting rights

Have on three subcommittees

Elected by faculty senate and approved by board of trustees

Ask to be a part of retreats, too

Dustin and Thomas volunteer to help with writing this proposal

Thomas writes a draft of proposed outline

How does this letter work? Letter goes to provost. Then if passed taken to chancellor. Then decide if take to board.

But since Mark Johnson ask for this, we can go straight to him.

**Faculty Relations Committee Meeting on February 16, 2023, 3:30 to 5:00 p.m., NEEL 4203**

Present: Sarah Angle (Zoom), Eric Gonzales (Zoom), Dustin Hahn, Hadi Hosainy (Zoom), Kelly McCormick (Zoom), Corey Trahan (Zoom), Thomas Moeller, David Sandell, Matt Switzer, Daniel Williams

Absent: Ellen Broom (excused), Laurel Lynch (unexcused), Daxton Stewart (excused)

- I. 3:32 P.M. Called to order by Thomas Moeller
- II. FRC Proposal
  - A. Edit: Faculty Senate wants to *would like*
  - B. Support for proposal:
    1. Lists of peer universities with faculty representation on their BoT
    2. Quote from Articles
    3. Reference history of FS
    4. Reference what the university stands for via mission statement, heritage
  - C. Penultimate paragraph: edit this to *the*
  - D. Edit: Expects to *Anticipates or suggests*
  - E. Discussion about how our 3 representatives will be labeled (membership, representation, trustee) and to have voting rights.
  - F. Representatives need to be Senators; we propose 3 Senators as members
  - G. Thomas will send an edited draft for FRC to approve.
- III. Faculty Workload
  - A. Differences between each college's application of the model
  - B. Many colleges are doing pilot programs and adapting the model to needs of each department.
- IV. Provost office awarding tenure in a process that is not consistent with TCU Policy. This will be first on our agenda next time. (University Advisory Committee).
- V. Meeting adjourned at 5:05 P.M.

## **Faculty Relations Committee Meeting on March 23, 2023, 3:30 to 5:00 p.m., NEEL 4203**

Present: Sarah Angle (Zoom), Dustin Hahn (Zoom), Hadi Hosainy, Kelly McCormick (Zoom), Thomas Moeller, David Sandell, Matt Switzer, Ellen Broom (excused), Laurel Lynch

Absent: Eric Gonzales (excused), Daniel Williams (excused), Corey Trahan (excused)

- 1) Process for tenure for incoming administrators and faculty. Follow up on University Advisory Committee letter (dated May 3, 2022). David Sandell was active in drafting the letter from UAC and gave backstory to the writing of the letter. Two persons were named tenured University Professors without going through due process (which includes reviewing scholarship and advisory committee approval). Provost explained what was done and gave rationale that it was incentivizing. She stated that if this was not agreeable, to let administration know. FRC will endorse and pass to Faculty Senate for approval. Protocols are in place but may/may not be followed by administration. This is another rationale for having senators on Board of Trustees. Recommend

- we accept the UAC letter's outlined process and share with Faculty Senate
- define University Professor and whether TCU should even have this title since it doesn't exist in the Handbook. Shouldn't a professor have an academic unit home (which is contrary to University Professor definition)?
- ALL should follow the tenure process as outlined in the Handbook.

Member suggested that if University Professor appointments will continue, we include language to request that those two University Professors go through tenure process retroactively. Chair thinks we would lose a lot of goodwill if we go that direction.

Chair->how much political capitol do we want to use on this issue?

Next step? Should we share at Faculty Senate for open discussion or draft a letter to summarize findings/recommendations?

Member-> Should we recommend a retroactive tenure review process for the two University professors? Ask for clarification that tenure status is probationary. What is the process moving forward?

Present to faculty senate w/three different responses

- 2) Faculty workload model and College of Education: Any ideas? Not discussed
- 3) Selection of FRC Chair for 2023-24: Online process of nomination and election before next meeting