

DOCUMENTS OF THE GENERAL FACULTY

Following are the minutes of the regular Faculty Council meeting of January 22, 2018.



Alan W. Friedman, Secretary of the General Faculty and Faculty Council
The University of Texas at Austin

Arthur J. Thaman and Wilhelmina Doré Thaman Professor of English and Comparative Literature

**MINUTES OF THE REGULAR FACULTY COUNCIL MEETING OF
January 22, 2018**

The fifth regular meeting of the Faculty Council for the academic year 2017-18 was held in the Main Building, Room 212 on Monday, January 22, 2018, at 2:15 PM.

ATTENDANCE.

Present: Hal S. Alper, C.J. Alvarez, Ronald J. Angel, Minou Arjomand, Lucinda Jane Atkinson, Simon D. Atkinson, Darrell L. Bazzell, Casey A. Boyle, Christopher P. Brown, Charlotte Canning, Juan J. Colomina-Alminana, M. Lynn Crismon, Charles Michael Cunningham, Ann Cvetkovich, Janet M. Davis, Glenn P. Downing, Brian L. Evans, Gregory L. Fenves, Alan W. Friedman, Elizabeth Cobbe Goeller, Laura I. Gonzalez, Alejandrina Guzman, Martha F. Hilley, D. Eric Hirst, Steven D. Hoelscher, Heather Houser, Brent L. Iverson, Vishwanath R. Iyer, Jody L. Jensen, Christine L. Julien, Jonathan Kaplan, Harrison Keller, Kerry A. Kinney, John C. Lassiter, Mark A. Lawrence, Alexandra Loukas, Bradford R. Love, Blinda E. McClelland, Jennifer Moon, Richard A. Morrisett, Gordon S. Novak, Patricia C. Ohlendorf, Robert A. Olwell, Deborah Parra-Medina, Dennis S. Passovoy, Anthony J. Petrosino, Soncia Reagins-Lilly, Pengyu Ren, Austin B. Reynolds, David W. Robertson, Loriene Roy, Jasleen K. Shokar, Mark J. T. Smith, D. Max Snodderly, Vincent S. (Shelby) Stanfield, Pauline T. Strong, Stefano Tiziani, Jeffrey Treem, James W. Tunnell, Karen M. Wickett, Matthew A. (Micky) Wolf, Patrick P. Wong.

Absent: Michelle Addington, Zoltan D. Barany (excused), Luciano C. Barraza (excused), Jay M. Bernhardt, Randolph G. Bias, Mark L. Bradshaw (excused), Allan H. Cole (excused), Austin Cooney, Douglas J. Dempster, Randy L. Diehl, Joshua D. Eisenman (excused), Angela M. Evans, Ward Farnsworth, Benny D. Freeman (excused), Donald S. Fussell (excused), Sophia Gilmsom (excused), Linda L. Golden (excused), Courtney Handman (excused), Lorraine J. Haricombe, Tracie C. Harrison, Jay C. Hartzell, Linda A. Hicke, Coleman Hutchison (excused), Huriya Jabbar (excused), Daniel T. Jaffe, S. Claiborne "Clay" Johnston, Manuel Justiz, Susan L. Kearns (excused), Robert C. Koons (excused), Naomi E. Lindstrom (excused), Maurie D. McInnis (excused), Leonard N. Moore, Sharon Mosher, Scott A. Rabenold, Jonathan L. Sessler (excused), Alexa M. Stuijbergen, Rabun M. Taylor (excused), Jason P. Urban (excused), Steven Warach (excused), Lauren J. Webb (excused), Jennifer M. Wilks (excused), Sharon L. Wood, Luis H. Zayas.

Voting Members:	51 present,	22 absent,	73 total
Non-Voting Members:	12 present,	21 absent,	32 total
Total Members:	58 present,	51 absent,	105 total.

I. REPORT OF THE SECRETARY (D 15882-15886).

Secretary Alan W. Friedman (Professor, English) welcomed everyone back from the winter break and to the New Year. He then reported that President Fenves appointed a Memorial Resolution Committee for Wayne Danielson, Professor Emeritus and former Dean, Moody College of Communication. The Secretary informed the members of several changes to the membership since the last meeting: Casey Boyle (Assistant Professor, Rhetoric and Writing) replaced Assistant Professor Robert Young (Architecture), who passed away unexpectedly. And, three other new Council members replace faculty who resigned due to a class conflict: Sophia Gilmsen (Music) replaces Christina Bain (Art and Art History); Naomi Lindstrom (Spanish and Portuguese) replaces Martha Newman (Religious Studies); and Stephen Reese (Journalism) replaces Barry Brummett (Communication Studies). Secretary Friedman asked the new members who were present to stand and be welcomed.

Secretary Friedman reported that since the last meeting, the Provost has approved proposed changes to the Accounting and Psychology Degree Programs; the request to add an Ibero-American Cultural Diversity Certificate in the College of Liberal Arts; and proposed changes in the School of Engineering concerning Academic Policies and Procedures; Admissions and Registration; and Degree Programs in Biomedical, Petroleum, and Computational Engineering. The Council-passed resolution to create a UT System Task Force on Methane Emissions from Hydraulic Fracturing Operations on University Land was sent to President Fenves with a request that he forward it to the Chancellor. He also reported that proposed changes to the Finance Degree Program in the Business School; the French and Italian Degree Programs; Aerospace and Civil Engineering Degree Programs; and the Core Curriculum Course Lists were awaiting final consideration by the Texas Higher Education Coordinating Board, and still under consideration in the Provost's office are proposed changes to the Policy for Transcript Recognized Certificate Programs to include the Texas Extended Campus and to the Student Discipline and Conduct policy and the Faculty Disposition Form. Also awaiting the Provost's consideration are proposed changes to the Chemical Engineering Degree and, in Liberal Arts, to the Core Texts and Ideas Certificate, as well as degree programs in English, History, the History and Philosophy of Science, the Human Dimensions of Organization, Asian Studies, Urban Studies, and UTeach Liberal Arts, and proposals to create certificates in German, in Business Spanish, and in Spanish for the Medical Professions.

Secretary Friedman said that legislation under review by the Council included a resolution on Academic Analytics from the Committee of Counsel on Academic Freedom and Responsibility, which was on the day's agenda.

II. APPROVAL OF MINUTES (D 15860-15878).

Secretary Friedman said the minutes for December 11, 2017, have been posted. He explained that he had taken the liberty of sending out the brief version of the minutes to the General Faculty in advance of the meeting, partly because it was suggested that that way, more people might read them beforehand and have thoughts or suggestions or questions. He then asked if there were any corrections or additions to the minutes. Hearing none, the Secretary assumed the minutes to be approved as submitted.

III. COMMUNICATION WITH THE PRESIDENT.

President Gregory L. Fenves wished everyone a happy New Year and then asked how they like the new room arrangement, which was a banquet style setup. He jokingly said, "If you like it, I made the decision; if you don't like it, the Chair of the Faculty Council made the decision."

President Fenves announced that, beginning January 1, students would no longer be charged \$10 for counseling sessions at the Counseling and Mental Health Center (CMHC) and that the \$15 charge for psychiatric services would be subsidized by CMHC, reducing the fee to \$10 per appointment. The President said that over the past year, he had had multiple meetings with student leaders regarding the issue of mental health, which is at the top of the list of students' concerns. He said for many students, the \$10 copay was a financial barrier to being able to access mental health. Consequently, President

Fenves worked with Dr. Chris Brownson (Director of our Student Health Services) and Dean Soncia Reagins-Lilly (Vice President of Student Affairs and Dean of Students) to eliminate the \$10 co-pay and match up the psychiatric services fee with other medical services. He said, “I think it was the right thing to do for our students.” He thanked student leaders Alejandrina Guzman (Student Government President) and Micky Wolf (Student Government Vice President) for the work they are doing in leading Student Government and representing the students.

President Fenves encouraged faculty members to be aware of students’ mental health issues, “The wellness of our students is so important for their academic success. Those two factors cannot be disconnected from each other.” He said that faculty members who recognize that a student is struggling with mental health issues should not only they show compassion, but they should also refer the student to professionals who can help them succeed inside and outside of the classroom. He said “When they graduate from the University they will not only have received a great education, they will have had experience in dealing with adversity and the problems that they’re going to face in some form or other for the rest of their lives. And this becomes a learning experience for them.”

Next, President Fenves talked about three key principles of research: conflict of interest, objectivity of research, and conflict of commitment. He said that these principles become particularly important when there are international or foreign sources of external funding for research. He said he had decided not to accept funding from an organization in China because of concerns related to objectivity and conflict of commitment. He asked faculty to be cognizant of how research is conducted at the University. He said research and scholarship must align with the University’s goals and mission and be done in a way that honors academic freedom, is crystal clear in objectivity of the work, and that sources of funding do not cloud the picture. He said that, if faculty follow policies in their decisions, then the results of their research and scholarship would be more easily defensible.

President Fenves then turned to three questions submitted by Brian L. Evans (Chair of the Faculty Advisory Committee on Budgets and Professor, Electrical and Computer Engineering).¹ The first question:

The Available University Fund accounts for \$328M in revenue for 2017-18 (11.4% of total budget sources). What effect will the new federal income tax on interest on endowments held by non-profit organizations have on the Permanent University Fund and its payout to the Available University Fund?

President Fenves said that he publicly opposed taxing endowments for non-profit institutions, particularly universities. He and the President of Trinity University in San Antonio co-wrote an op-ed, which stated that taxing philanthropic endowments that support universities’ educational and research missions is setting a bad precedent. He opined that general distrust of universities was the reason that the tax bill was passed. He said that Congressional leaders feel that private universities such as Yale, Princeton, and Harvard that have high tuition and large endowments do not deserve to be tax exempt. President Fenves commented that, once the precedent is set for taxing private universities, “over time, these things can expand in scope to a broader range of universities with lower levels of endowment funding.” To give an idea the excise tax will have on private universities, President Fenves referenced the op-ed piece where they stated that the equivalent of seventy need-based scholarships would be lost to the Internal Revenue Service.

President Fenves said that he had been working hard to convey that the Permanent University Fund (PUF) is not an endowment. He said that UT Austin often shows up as one of the wealthiest universities in the nation with an endowment of \$20B from the University Fund, of which the Available University Fund (AUF) is the payout. He explained that the PUF looks like an endowment, but it is a mechanism that was set up by the Texas Constitution in the 1870s to fund higher education. Rather than being funded through general revenue appropriations, Texas state universities receive funding through a savings account, using its accrued savings. He said donors do not receive a tax

¹ The full set of questions and reference can be found in Appendix A.

deduction when they give money to the PUF. President Fenves said the University was working toward more accurate reporting of our endowment, and he reiterated that the AUF and PUF have nothing to do with the new tax bill.

The second question:

On the expenditure side, \$303M is available for scholarships. In addition, \$564M is spent on maintenance and operations, \$73M on utilities, and \$129M on debt service. What debt is being serviced? How much of the debt service is due to new facilities?

President Fenves said that, out of \$129M, roughly 40% or \$53M is debt service on construction of academic buildings such as Rowling Hall, the Engineering Education and Research Center (EERC), the Blanton Museum, the College of Liberal Arts Building, and the Belo Center. He said the next largest category, 22%, is for the three major buildings of the Dell Medical School that have recently been completed. After that, the next category is debt service on athletics facilities, which function like an auxiliary, meaning the debt service is paid out of revenue generated solely by Athletics. Major construction in this category includes the North End Zone and the Tennis Center, which also recently opened. He said Athletics' debt service is approximately \$18M and that all of these categories add up to about \$129M.

President Fenves reiterated that UT Austin pays \$53M in debt service on academic buildings. He said unlike other states that fund their universities' capital projects through general obligation bonds, Texas doesn't do that because of our constitution and the constitutional debt limit. He said, traditionally, the two sources of capital funding for UT Austin have been the PUF and a funding process called the Tuition Revenue Bonds (TRB). Examples of debt that can be serviced from the PUF include the Norman Hackerman Building and the EERC. President Fenves explained that the TRB was the invention of Frank Erwin, who cleverly figured a way of funding capital projects at Texas public universities so that they wouldn't count toward the constitutional debt limit. He said, historically, TRB was funded every four years and that last session, TRB funded \$2B statewide. He noted that the renovation of Welch Hall is also being funded by TRB.

President Fenves commented that many of our older alumni don't understand why the University asks them for money for capital projects. He said they think the PUF pays for all the buildings on our campus. He said that he is making an effort to educate them so that they are aware that very little of the \$129M debt is supported by the PUF. Given that \$53M for our academic buildings is coming out of the University's operating budgets, President Fenves also said that he has started discussions with the Board of Regents on how UT Austin can have a consistent capital planning and budgeting process.

The third question:

Salaries and benefits currently cost \$1.515B (51% of total budget). What is the status of bringing faculty and staff salaries to competitive levels and bringing equity in faculty salaries with respect to gender, race, and other factors?

President Fenves said that this is a very important question and that he had talked about it in his State of the University Address and with the Board of Regents. He said that non-competitive faculty salaries are the biggest threat to the University. Until the financial crisis of 2008-9, UT Austin had fared well compared with top-ranked public universities across the nation. But UT Austin is now lagging, and there is a concerted effort to reverse that trend. He said that in 2016-17, for the first time in a quite a while, colleges and schools were given a 3% merit pool for faculty, which he said would be offered again next year. He said the 3% merit pool "will at best, keep us in place." To get ahead, President Fenves said they are working on three programs, the first two described below are under the rubric of the Faculty Investment Initiative, which Provost Maurie McInnis will report on at the February 12 Faculty Council meeting.

The first program, Preemptive Retention, looks at where the University has the most significant gaps for individual faculty salaries. Working closely with the Deans, the President and Provost are trying to preemptively deal with potential retention issues. The second program is Enhanced Replacement

Hiring. He said that, traditionally, a faculty line is funded centrally usually for \$60,000, which he said is insufficient for most fields. He said that this program looks at the true funding needed to recruit junior and senior level faculty to UT Austin. The third program is Target of Opportunity Hiring initiated by the Provost and with full support of the President. It looks at central funding for key institutional goals, particularly related to diversity and interdisciplinary hiring. He said that Departments and the Deans do a great job in hiring and working with the Provost on their strategic hiring plan. But, he said, there are important opportunities that may not fall within the specific hiring plans of faculty. He said it was important to pay attention to the diversity of faculty and being proactive in recruiting faculty that add intellectually to the University and also contribute to our diversity goals. He closed his remarks saying, “So, we will be putting some central funding through the Provost’s office for those targets of opportunity.”

The President then asked for follow-up questions from the floor; there were none. Professor Evans thanked President Fenves for addressing his questions.

IV. REPORT OF THE CHAIR.

Chair Steven D. Hoelscher (Professor, American Studies) encouraged Faculty Council members to participate in the current nominations for the General Faculty Standing Committees that run through February 2. He said that the response so far had been less than what was hoped for, and asked members to self-nominate and to get the word out to colleagues to nominate as well.

V. REPORT OF THE CHAIR ELECT.

Chair Elect Charlotte Canning (Professor, Theatre and Dance) apologized for not reporting from the podium due to knee surgery that she had over the winter break. She reported on the upcoming Joint Meeting between UT Austin’s Faculty Council and Texas A&M’s Faculty Senate to be held in College Station on March 23. She explained that, in even years, Texas A&M organizes the meeting, and in odd years, UT Austin hosts and organizes the meeting. She reported that Texas A&M proposed having a speaker followed by a panel who will discuss issues of academic freedom, freedom of speech, and civility on campus. The panel will include two faculty from UT Austin—one of whom will be Dr. Leonard Moore of the Department of History and Division of Diversity and Community engagement, and another person still to be determined. She said the meeting will run roughly from 10:30 am to 3:00 pm, making it possible to drive over and back in a single day. She said that she would keep the Council apprised of developments and said that members could email her with any questions they might have. Chair Hoelscher asked members to mark their calendars and to plan to make the drive to College Station on March 23.

VI. UNFINISHED BUSINESS—None.

VII. REPORTS OF THE GENERAL FACULTY, COLLEGES, SCHOOLS, AND COMMITTEES—None.

VIII. NEW BUSINESS.

A. Report on *Regents’ Rule 31006*: Faculty Workload and Reporting Requirements and Plans for its Implementation at UT Austin.

Janet M. Dukerich (Senior Vice Provost for Faculty Affairs) reported that, in 2016, Chancellor McRaven commissioned a task force led by Executive Vice Chancellor for Academic Affairs Steven W. Leslie to look at UT System’s Faculty Workload and Reporting Requirements policy.² The task force was composed of administrators and faculty members from all of the UT System schools and universities, with Elizabeth Cullingford (Professor, English) and Vice Provost Dukerich representing UT Austin. The task force looked at whether the workload policy under the

² Text from this PowerPoint presentation is in Appendix B.

Regents' Rule 31006 was appropriate and whether UT System institutions were following the spirit and dictates of Texas law. After looking at such universities as Texas A&M and Texas Tech, where the interpretation of the Texas Education Code is much more liberal, the task force concluded that UT System had placed many more restrictions in terms of the eighteen-hour teaching-load credit that every faculty member had to generate and that the notion of one size fits all was detrimental to System's schools. She said expecting one workload policy to fit the University of Texas at Rio Grande, UT Dallas, and UT Austin is "silly" and placed an unnecessary burden on the faculty and what they have to do. As a result, the task force presented an amended *Regents' Rule 31006* to the Regents. The task force was asked to prepare sample *Handbook of Operating Procedures* (HOP) for three UT System campuses representing the breadth of different types of System schools. The schools represented were UT Rio Grande, which has more of a teaching mission; UT Dallas, which is trying to up its research to an R1 status; and UT Austin, which is an R1 university. Over this past summer, a UT Austin task force comprised of senior associate deans from colleges and schools met to discuss workload policies and to write a sample HOP. UT Dallas and UT Rio Grande did the same. Vice Provost Dukerich was pleased to report that, this past November, the Regents met and passed the amended workload policy. She said the amended policy basically recognizes all of the activities that faculty do as opposed to the very narrow interpretation that all that faculty do is teach. It recognizes that faculty members engage in scholarship and research, and teaching, but that teaching shouldn't be narrowly defined as just time in a classroom. She said that some faculty members may be engaged in team teaching or online instruction that may not be in a formal classroom and that they shouldn't be penalized for that. She noted that professional development would also be recognized as an important aspect of faculty workload.

Recognizing that there will be differences in policies at the college/school levels, Vice Provost Dukerich said that the task force wants to involve faculty in the development of the workload policies across campus and then have them roll up to the UT Austin level, which will subsequently have to be submitted to UT System for final approval. She said she was very happy with the changes because they give faculty more flexibility and they recognize "all the types of very important activities that both our tenure, tenure-track, and non-tenure track faculty do." Vice Provost Dukerich closed her remarks by saying, "If you see Steve Leslie, give him a high five. He's really been a champion for our campus." She then opened the floor to questions. There were none. Chair Hoelscher thanked Vice Provost Dukerich and commented, "The idea of expanding the workload policy to encompass all the work that we do is long overdue."

B. Update on the Central IT Executive Commission (CITEC) from the Information Technology Committee.³

Dennis S. Passovoy (Committee Chair and Lecturer, Management) briefly described the function of the Information Technology (IT) Committee (C13), which he said was drafted to advise the President, the Faculty Council, and the Chief Information Officer on changes in technology. He said the committee looks at various technologies that are in place on campus to understand whether or not the University is using them properly; if they could be used better; if they are still relevant; and to be educated about new technologies that are appearing on the horizon. He cautioned faculty members not to confuse C13 with the Technology-Enhanced Education Oversight Committee (C14), which is more concerned with the use of technology in the classroom. He said, "We try not to step on their domain, and they on ours."

Dr. Passovoy said that Information Technology Services (ITS) asked whether UT Austin should provide Eduroam to the campus. He explained that Eduroam is a worldwide service that allows academics who travel to be able to login using their home university authentication. He said there were two aspects to providing the service. One is whether to allow UT Austin faculty who travel to campuses that are part of the Eduroam system to login using their EIDs. The other is whether UT Austin should offer the service to guest academics. He said the latter question is on hold

³ Text from this PowerPoint presentation can be found in Appendix C.

because of security issues, which he wasn't prepared to discuss. The question that he wanted to address today is whether UT Austin faculty want to be able to take advantage of Eduroam services when they travel? A show of hands indicated that the faculty were overwhelmingly in favor. He said that Interim Chief Information Officer (CIO) Mike Cunningham is in the audience, and therefore is now aware of the faculty's view.

Jody Jensen (Past Chair and Professor, Kinesiology and Health Education) said that she had inquired about Eduroam last March after having visited campuses where it was made available to her, and she thought it was a wonderful idea. She said that she received a response from William Green (Director of Networking and Telecommunications) saying that 1) it was a security issue; and 2) Eduroam could not be offered on University property due to its using state resources. She asked if the issues had been overcome? She opined, "It seems very reasonable, and UT System and many of our UT System campuses already have it. I couldn't understand why we didn't have it here." Dr. Passovoy deferred the question to the CIO. Mr. Cunningham said that it is a legal issue for others to come to this campus and use state resources, basically, for free. He said the proposal that Dr. Passovoy brought up is to offer faculty members the services of Eduroam on other campuses when traveling, which he said can be allowed. Mr. Cunningham commented that, if other campuses were using the service, ITS would have to look into how they were circumventing the legal issue. Professor Jensen confirmed that at least eight other UT System campuses were listed as using Eduroam, including UT System. Patricia Ohlendorf (Vice President for Legal Affairs) said there is no legal impediment to UT Austin's using the service. Instead, she said Eduroam had been deemed to be a security issue and alternative services are available through ITS that faculty can use when traveling. There were no further questions or comments concerning Eduroam.

Dr. Passovoy then spoke about the Central IT Executive Commission (CITEC) that was appointed by Darrell Bazzell (Senior Vice President and Chief Financial Officer) this past March with terms from April 2017 through January 2018.⁴ The committee's function is to recommend an appropriate budget scale and scope within Central IT and to identify savings opportunities. It was charged with four main objectives: 1) identify opportunities for savings; 2) identify IT services to be maintained by Central IT; 3) develop a sustainability model for Central IT; and 4) strengthen existing governance of Central IT. For reference, Dr. Passovoy said that the ITS budget is \$34M. The committee's composition can be found in Appendix C. Dr. Passovoy applauded co-chairs Dean Linda Hicke of the College of Natural Sciences and Daniel Stanzione, Director of Texas Advanced Computing Center, and their staff for helping the committee through the process.

Dr. Passovoy briefly described how ITS pays for 150+ services that exist on campus. He said that funding comes from tuition, grants, the state, donations, and from the University itself, and that this funding falls into four categories: 1) Locally Funded (Fee-For-Service); 2) Aggregate Funding (Paid for By Units); 3) Hybrid Funding (Fee-For-Service + Central Subsidy); and 4) Centrally Funded (Greater-Good). Details for each of the categories can be found in Appendix C.

Dr. Passovoy said that ITS employs approximately 350 people, with another 250 to 300 scattered around campus who are providing some manner of IT service. He said that over time, many from this latter group end up being hired by ITS. A lot goes into supporting current services and maintaining the existing IT infrastructure. He said that IT is a necessary utility similar to electricity and water, which is required in today's world. He added, "Our dependence on it is only going to grow as time goes on."

Dr. Passovoy then presented some statistics that can be found in Appendix C. The graph shows that between 2009 and 2014, the number of phone calls to the ITS helpline, the number of servers ITS manages, the number of IT software projects that are underway, the network itself, and the number of connections to the network increased significantly. For instance, in the past eight years,

⁴ See PowerPoint text in Appendix C.

desktop support increased 200%; and virtual machines that provide a “cloud environment” have increased 250%. The number of wireless and access ports have increased between 30 and 60%. He said the growth of just the network since 2009 is equivalent to another R1 university the size of the University of California, Berkley—approximately 7,800 additional wired ports and 4,000 wireless ports were added. What is really astonishing is that all of this growth has been done with very little increase in the number of staff, putting a significant burden on ITS.

Dr. Passovoy said that Mr. Cunningham and Dr. Stanzione compared UT Austin’s Central IT Budget with thirteen public research universities. The calculated average of the thirteen institutions was \$72.9M putting UT Austin dead last with a \$34M budget, which he said is probably not sustainable.

Dr. Passovoy said CITEC had held three Town Halls and reviewed over 150 IT services. Of those, a few were retired; a few were moved to Central funding status; a few were moved to Fee-for-Services status; and subsidies were added to some. CITEC made recommendations to strengthen governance, and it determined that a sustainable budget is between \$45M and \$50M. To learn more about CITEC’s recommendations, visit <https://citec.financials.utexas.edu/updates>.

Dr. Passovoy then opened the floor to questions.

Professor Anthony Petrosino (Curriculum and Instruction) said that one could interpret being dead last in the comparison of Central IT budgets to mean that UT Austin is doing things more efficiently than our peer institutions. Could Dr. Passovoy say what types of services would be available if UT Austin had one of the top two or three budgets? Dr. Passovoy said, “I’ll give you two answers because it’s very difficult to do an apples-to-apples comparison when we look at some of these other universities.” He explained that UT Austin’s Central IT budget does not include the IT budgets for each of the colleges and schools and units, while peer institutions such as Pennsylvania State, which has a Central IT budget of \$147M, might. He said that difference could throw the numbers wildly off. He said the other difference is “spending the right amount of money.” He said that CITEC’s recommendation to increase the Central IT budget meant funding it at the right staffing levels and making sure that ITS is providing the needed services. He said the recommendation “was more of an incremental change than a transformational one.”

There were no further question or comments.

- C. Resolution on Academic Analytics from the Committee of Counsel on Academic Freedom and Responsibility (D 15879-15881).⁵

Brian Evans (Committee Chair and Professor, Electrical and Computer Engineering) said that he is reporting on a very important topic for all of us at The University of Texas at Austin and that it directly involves the University’s academic freedom regarding teaching, research, and expression.⁶ He said:

We as faculty members are engaged in fostering critical thinking and in developing and disseminating new knowledge. Having academic freedom in teaching, research, and expression enables us as faculty members to critique accepted truths and search for new knowledge, even when it disrupts the status quo. Academic freedom safeguards of tenure, due process, and faculty governance allow faculty members to serve the common good without being controlled by public opinion.

He then presented the resolution on Academic Analytics, which was unanimously endorsed by the Committee of Counsel on Academic Freedom and Responsibility (CCAFR) and by the Faculty Council Executive Committee:

⁵ *The Chronicle of Higher Education* printed an article on the resolution passed by the Faculty Council concerning Academic Analytics; it can be found online at <http://bit.ly/2DD0pVX>

⁶ Text from this PowerPoint Presentation can be found in Appendix D.

The Faculty Council of The University of Texas at Austin strongly recommends that the University *not* adopt Academic Analytics, LLC as a faculty management tool. Should the University, nonetheless, adopt Academic Analytics, the Faculty Council urges that

- 1) it make no use of data collected from Academic Analytics in allocating resources among individual faculty, department/programs, and colleges; nor in decisions affecting the composition of the faculty, graduate programs and fellowship allocation, and grant-writing;
- 2) it make no use of data generated by Academic Analytics in tenure and promotion decisions or other reviews, including hiring, Mid-Probationary, and Comprehensive Periodic Reviews; and that data collected from Academic Analytics not be used to determine salary raises for individual faculty members;
- 3) it make no use of any data generated by Academic Analytics to influence decisions concerning the graduate and undergraduate curricula;
- 4) it make all personal data available to faculty members no later than August 31, 2018, for their review, correction, and ratification, and that it be open for review thereafter.

Professor Evans explained that Academic Analytics is a company that produces software for data mining aggregation of faculty publications and certain research scholarships. He said Academic Analytics covers some books, certain articles, certain papers, awards, some federal grant coverage. All of the citation counts they provide must have Digital Object Identifiers, which means that any work before 2000 is not included in the aggregation. Professor Evans said they also exclude many other avenues of scholarships, such as book chapters, book citations, book reviews, patents, federal funding as a co-investigator, funding from states, companies, or foundations, art displays, and performances.

Professor Evans said that Academic Analytics data mines information and produces a rating for each faculty member. He said this tool is being used by universities across the United States to rate individual faculty members and programs and colleges. He listed additional weaknesses:

- Focuses on recent performance and downplays older works and their impact
- Has no rating of quality for journals, conferences, or book presses
- Decontextualizes citation counts
- Does not track data on scholarly production from arts and humanities well
- Does not allow faculty members to review, correct, and ratify the data
- Fails to measure other important academic activities such as teaching, service, and community engagement and outreach
- Inadequately captures the extraordinary breadth, methodologies, and quality of scholarly inquiry on a university campus

Professor Evans said, “Basically, this tool inadequately captures the extraordinary breadth, methodologies, and quality of faculty scholarship.” Following are additional concerns that he noted:

- Has incomplete and inaccurate data that makes it unreliable in evaluating individual faculty members, departments, and colleges/schools
- Could be gamed in many ways because it encourages faculty to produce
 - * Low quality citation “bait” by working in subfields with different citation norms
 - * Quantities of low quality work, rather than trying to do actually impactful work
 - * Scholarship inappropriate to their field because it will be counted
- Negatively impacts academic freedom, peer evaluation, and shared governance
- Could be used by administrators to pit faculty and departments against one another for limited resources, including salary increases

Professor Evans said that these concerns were expressed by the American Associate of University Professors (AAUP), the professional organization for university faculty, which he said has been around for 100 years and sets the standard for academic freedom and its safeguards. In a March

2016 resolution, AAUP stated that they are deeply concerned about the use of this tool at the departmental, college, and upper administration levels, that institutions should exercise extreme caution in deciding whether or not to subscribe to it; they should refrain from relying on this data in tenure, promotion, salary, and hiring decisions. When such data is available, it should be subordinate to a holistic evaluation processes that we already have in place. Additionally, he said, Rutgers recently passed a resolution both in their Arts and Sciences and in their Graduate School, urging that Academic Analytics not be used in personnel and curricular decisions and that faculty members be given access to the data collected by the company.

Professor Evans said that the UT System paid \$6.5 M to Academic Analytics for the period 2012-20. In 2014, the tool was used by UT Austin to assess program quality and to examine faculty productivity relative to our peers in certain programs. Furthermore, Professor Evans said that in 2013, the UT System Faculty Advisory Committee passed a resolution concerning the use of Academic Analytics and other tools like it—such as SciVal and MyEdu, which is no longer operational—stating that for faculty assessment purposes, the data collected shall be subject to regular review and approval by campus faculty governance bodies and/or by the System Faculty Advisory Council.” Professor Evans said that this is not what is happening at UT Austin. He said the President and Provost should ensure that they receive regular feedback from faculty and that individual faculty are given the opportunity to evaluate the data that’s being collected on their behalf and to correct omissions and flaws.

Professor Evans then read the resolution and along with the rationale behind it:

Rationale:

We understand that the administration at The University of Texas at Austin has begun to consider Academic Analytics, LLC -- a data crawler and compiler -- as an analytic tool for the assessment of faculty productivity. The purpose of this resolution is to reiterate the directive from the UT System Faculty Advisory Committee resolution of March 2013, which called for “regular review and approval by campus faculty governance bodies” for any analytic tool for faculty assessment purposes [UTSysFAC 2013]. To date, UT faculty have played no role in deciding the appropriateness of using Academic Analytics to measure the productivity of individual faculty members or the performance of departments, programs, and colleges.

The methods and variables employed by Academic Analytics, LLC inadequately capture the extraordinary breadth, methodologies, and quality of scholarly inquiry on a university campus with a large number of colleges and departments. Faculty have grave concerns about being denied access to the personal data collected by Academic Analytics, LLC, including the opportunity to verify the accuracy of the data.

Academic Analytics, LLC is based on a corporate model that is both poorly designed for the task of measuring the complexity of scholarly productivity on a university campus and intrudes negatively upon academic freedom, peer evaluation, and shared governance.

Academic Analytics, LLC fails to measure book chapters, book citations, book reviews, patents, federal funding as a co-investigator, funding from states, companies or foundations, art displays, or performances.

Academic Analytics, LLC fails to measure other important forms of academic activity by individual faculty and department/programs, including teaching, service, and community engagement/outreach.

The measures of books, articles published in peer-reviewed journals, conference papers, awards, grants, and citations are frequently inaccurate, and, in the case of

citations, decontextualized, so that these data often misrepresent the achievements of both individual scholars and departments.

The parameters used by Academic Analytics, LLC to define “scholarly productivity” are likely to skew, redirect, narrow, and otherwise have an outsized influence on the type and quality of scholarship produced by UT Austin faculty. It is likely to encourage faculty to produce research only in forms that are quantifiable by Academic Analytics, LLC in order to obtain higher scores from the tool.

The data generated by Academic Analytics, LLC—however misleading and inaccurate— are likely to be used by administrators to pit faculty and departments against one another for limited resources, including salary increases.

Concerning the preceding paragraph, Professor Evans remarked, “I found out that this is already happening; I wish it were not.”

He then opened the floor to questions and comments.

Martha Hilley (Professor, Music) asked everyone in the room to think seriously about Professor Evans’ presentation and to think back on Vice Provost’s Dukerich’s report. Regarding the latter, she said UT System actually listened to our campuses and realized that one size does not fit all. She said that was a good thing. However, she opined, Academic Analytics is a bad thing and “The faculty absolutely have to say things about this.” She reminded the Council that several years ago, it had similar discussions and concerns about MyEdu. She said, “I would say to you that Academic Analytics is doing financially quite well if we gave them over \$6.5 million dollars from our System in that short amount of time... and then think about the number of systems in this country.” She encouraged faculty members to “read every word” of the resolution and review Professor Evans’ PowerPoint presentation, and then act on it. Professor Evans thanked Professor Hilley for her remarks and pointed out that Academic Analytics is licensed to 385 universities in the United States, and referred Council members to the many references attached to the resolution.

Ann Cvetkovich (Professor, English and Chair, LGBTQ Studies Program) said that she often feels very fortunate to have achieved the rank of full professor and chair of a program given that much of her scholarly work has been challenged and has been viewed “as not scholarship” because of the kind of work that she engages in and where her research is published. She said that she has worked very closely with Dean Randy Diehl in the College of Liberal Arts so that she has an appreciation for why there is a desire for quantitative and homogenizing measurements. She was happy to hear Professor Hilley pick up on the one-size-fits all phrase because “one size does not fit all in evaluating people’s scholarly production and in evaluating their careers.”

She also expressed disappointment that the President and Provost were not in attendance to hear this discussion, but she was glad to hear President Fenves speak strongly on behalf of diversity earlier in the meeting. She said, “Diversity is a term that we would do well to always keep in mind when assessing these kinds of initiatives and also when thinking about promotions.” As a member of the Promotion and Tenure Committee in the College of Liberal Arts, she has suggested on three different occasions that the committee “think about the many different kinds of career trajectories rather than just one.” She said that faculty who do work in new interdisciplinary fields for a target of opportunity often do not fit the model of publishing in the top journals in their disciplines. She said that COLA’s Promotion and Tenure Committee succeeded in getting their Dean to drop his effort to have departments identify the top journals in their disciplines, and she was grateful to Dean Diehl for listening to the arguments.

She appreciated the work of having to evaluate large numbers of faculty and recognized that it is a difficult task, especially at the President and Provost’s level. However, she said “crunching the numbers” was not sufficient. She said that faculty need access to the discussions in order to talk about what different kinds of careers look like. She said, “This issue, which arises at different

places on our campus, applies to Title XI; it applies to the understanding of what kind of hiring and recruitment we're going to do." She's happy to make the point over and over again in hopes that faculty governance is part of the conversation on this issue.

Chair Elect Canning seconded Professor Cvetkovich's remarks and added to Professor Hilley's comments, pointing out that Academic Analytics does not measure things like exhibitions and performances. It is full of "black holes," which means that huge numbers of colleagues— painters and sculptors, composers, dancers, choreographers, directors, designers, etc. -- "will cease to exist" because they are not in the databases. She added, "That's a really dangerous way to start evaluating the strengths and weaknesses of any institution, by eliminating a huge number of its constituencies. I urge us to be unified in this whether or not our individual areas are well represented. It seems to me the fact that it doesn't represent us as a whole means it doesn't represent us."

Following Professor Canning's comments, Chair Hoelscher said that he had talked to many people about Academic Analytics and heard a lot of frustration and challenges, particularly from the humanities. But it impacts more than the humanities; he also heard from a colleague in the College of Natural Sciences who expressed grave reservations about the tool, pointing out the hundreds of "junk journals" the tool accepts, yet it omits one of the most important things she published, a book chapter that had a huge impact in her field.

Simon Atkinson (Professor, Architecture) remarked that the report he just heard was "utterly frightening" and "appeared to be unintellectual." He said, "It takes us away from our core values and from what we're aiming to do. And it tends to ignore the rigorous assessment we give ourselves in our own schools and colleges." Being conscious of the time, he asked If the Council could vote to approve the resolution or continue the discussion? Given that there was more interest in discussing the topic, Chair Hoelscher allowed more time for comments.

Eric Hirst (Professor, Accounting) said that he didn't expect to gain any friends with the comments that he was about to make given the tone of the conversation. Having been in the middle of a month-long process of faculty merit evaluation for about 130 tenure-track faculty and another 100 or so non-tenure track faculty, he said he was very familiar with the merit evaluation process and the holistic way that it is done in The McCombs School of Business. He said that he had limited use of Academic Analytics and found that, despite its flaws, the results of the data were "compelling, valid comments. The tool has some use in very high-level observations, looking at trajectories, looking at the department level, but not individual level performance." He wished it were easier to use and more customizable. Even so, he was able to create a list of journals or outlets— subject to their existing in the system— that are deemed more appropriate for doing these high levels analyses and omitting the junk journals. He said it would be a crime to hire an RA or student to run a regression on the output of Academic Analytics to rank faculty and reward them on the basis of that; that is not what they are doing. He said he did want to voice some concern, "that this is a very, very strong statement. The tool is flawed, but there are some uses that I find reasonable to the caveats of knowing what it is and isn't doing." Professor Evans thanked Professor Hirst for his comments. He said, "what we're doing here is trying to put some guidance and constraints on how it is used, and when and where it could be used." Professor Hirst replied that his reading of the resolution was, "if you buy it, don't bother using it." He said the way it is worded, he questioned why he would use it "given the data aren't supposed to play into any sort of thinking." Chair Hoelscher agreed that it was a strong resolution. He pointed out that a resolution is simply a recommendation from the faculty to the administration and that, ultimately, the administrators would decide whether or not to use it.

Professor Jensen remarked that the resolution also acknowledges that the UT System Faculty Advisory Council placed the burden on administrations to make only the most careful use of these data and to make sure that we weren't blindly using them. In her own department, there are quantitative exercise scientists and those who are in physical culture and sport. She said that at this time the program could not be evaluated because there is no means by which some of her

colleagues could be considered part of the program. Nonetheless, she said, “These kinds of things are going to exist and people are going to want to look at them for the precise kind of data management and massaging that allows you to get high level looks.” She said that there was already some effort being made on campus to use this kind of data in comparisons and ranking of programs against each, and her concern is that the data are flawed. She added, “I think it’s really important that we say, ‘We don’t think this should be used. But if you are going to use it, you have an obligation to ensure that these mechanisms are fair across all programs and all people.’”

Professor Evans thanked Professor Jensen and said that at least two of the eighteen colleges and schools on campus are using the tool, and probably more and the faculty don’t have the ability to review, correct, or ratify their individual data. He said, “We’re being evaluated without any context or certification. This is offensive to due process, faculty governance, and the holistic evaluation that we do.” He said he understood Professor Hirst’s need to use the tool; in his own department, they use things like the H Index. He said, “We look at Professor X, 6 or 7 peers, and we look at them in whole kinds of ways to evaluate them for promotion. But we put it into context”; it’s not just about the data. He said that, from what Professor Hirst said, the McCombs School has identified a list of top journals to be publishing in both school-wide and department-wide. He said he would like to talk off-line to get more information on that. Still, he opined that using Academic Analytics “is just outsourcing our holistic evaluation to the data aggregator who has no concept of quality or context.”

Professor Hirst offered an example of how Academic Analytics might be useful and said that Professor Evans accurately described the journal list. He explained that the list is used objectively, given to faculty who ask what they need to do to get promoted or to do well in a merit review. He said not everyone agrees with the list, and that departments within the college quibble over it on a regular basis. He said he still found Academic Analytics helpful if one used it with the understanding that the data are flawed not just for UT Austin, but for our peer institutions as well; it can be useful for comparing ourselves to them to see how we stack up. Professor Evans asked if Professor Hirst had consulted with a statistician about that assumption? He said, “I’m a quantitative person so I find this really amazing.” Professor Hirst said that the data are not used to make decisions about individual raises. Instead, he said the data are useful for looking at department level trajectory for assistant, associate, and full professors. He said, “the kinds of things we are doing are very simple and it’s proven to be relatively useful for some discussions about it.”

Chair Hoelscher thanked everyone for sharing their opinions and said it was now time to vote on the resolution. The resolution was unanimously passed by a show of hands.

IX. ANNOUNCEMENTS AND COMMENTS

Chair Hoelscher thanked the members for staying so late into the afternoon. He reminded them again to submit nominations for the General Faculty Standing Committees.

- A. Nominations for appointments to the General Faculty Standing Committees are open through February 2.
- B. Nominations for election to the Faculty Council open February 12.
- C. The next Faculty Council meeting will be held on March 19.
- D. Joint Meeting with Texas A&M at College Station, March 23.

X. QUESTIONS TO THE CHAIR—None

XI. ADJOURNMENT

Chair Hoelscher adjourned the meeting at 3:56 PM.

Appendix A

Questions submitted to President Gregory L. Fenves by Prof. Brian L. Evans, Dept. of Electrical and Computer Engineering and Chair of the Faculty Advisory Committee on Budgets, on January 11, 2018.

My questions are about the university budget. The budget in 2017-18 is \$2.975B.

The Available University Fund accounts for \$328M in revenue for 2017-18 (11.4% of total budget sources). What effect will the new federal income tax on interest on endowments held by non-profit organizations have on the Permanent University Fund and its payout to the Available University Fund?

On the expenditure side, \$303M is available for scholarships. In addition, \$564M is spent on maintenance and operations, \$73M on utilities, and \$129M on debt service. What debt is being serviced? How much of the debt service is due to new facilities?

Salaries and benefits currently cost \$1.515B (51% of total budget). What is the status of bringing faculty and staff salaries to competitive levels and bringing equity in faculty salaries with respect to gender, race, and other factors?

Thanks for your time.

Reference

Dan Slesnick, "A Primer on The University Budget Fiscal Year 2017-18", <https://utexas.box.com/v/1718-budget-summary>

Appendix B

PowerPoint Text from the Presentation on
Regents' Rule 31006: Faculty Workload and Reporting Requirements
Janet M. Dukerich, Senior Vice Provost for Faculty Affairs

Regents' Rule 31006: Faculty Workload and Reporting Requirements

- 2016: Chancellor McRaven called for the establishment of a Faculty Workload Task Force.
- The Task Force found that UT System's original interpretation of the TX Education Code led to a "one-size-fits-all" policy and recommended a substantial revision to RR 31006.
- November 9, 2017: Board of Regents adopted proposed amendments to Regents' Rule 31006.
- College and/or School workload policies shall be developed, and they shall be aligned with, and supplementary to University workload policies.
- Faculty workload policies shall recognize that classroom teaching, basic and applied research, service, and professional development are important elements of faculty workloads by giving appropriate weight to each activity.
- We need to submit these policies to UT System for approval by November 1, 2018, and will start implementing them in fall 2019.

<https://www.utsystem.edu/board-of-regents/rules/31006-faculty-workload-and-reporting-requirements>

Appendix C

Text and slides from PowerPoint Presentation
IT@UT, A Status Update
Dennis Passovoy (on behalf of C-13)

Agenda

1. **Eduroam** – Poll FC members
2. **CITEC** – Update

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C-13 – Information Technology Committee

FUNCTION: To **recommend** to the president, to the chief information officer, and to the Faculty Council **changes in policies** regarding information technology; to **consult with and advise** the chief information officer **about policies and procedures pertaining to information technology** at the University.

Note: C-14 recommends and advises the use of technology in the classroom

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Eduroam – Global WiFi Roaming For Academia

Use your school's Wi-Fi authentication at any eduroam hotspot in the world and join instantly and securely

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CITEC – Central IT Executive Commission

FUNCTION: To provide a view to recommend an **appropriate budget scale and scope** within Central IT and identify **savings opportunities**.

Opportunities for savings

IT services to be maintained by Central IT

Sustainability model for Central IT

Strengthen existing governance of Central IT

TERM: April 2017 – January 2018

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MembersCo-Chairs

Linda Hicke	Dean, College of Natural Sciences
Dan Stanzione	Executive Director, Texas Advanced Computing Center

Ryan Baldwin	Senior IT Manager, College of Education
Cam Beasley	Chief Information Security Officer, ISO
Adriana Rojas	Director of Business Services, Division of Housing and Food Service
Chris Carter	Director of Organizational Effectiveness, UT Libraries
William Green	Director, ITS Networking and Telecommunications
Dennis Passovoy	Lecturer, Department of Management, McCombs School of Business
Roy Ruiz	Director, Technology Resources
Jerry Speitel	Associate Dean for Academic Affairs and Professor, Cockrell School of Engineering
Shelby Stanfield	Vice Provost and Registrar
Shannon Strank	Center for Electromechanics, Cockrell School of Engineering
Brad Van Schouwen	Director, Academic Technology Support (ATS)
Jeffrey Treichel	Associate Director, Internal Audit

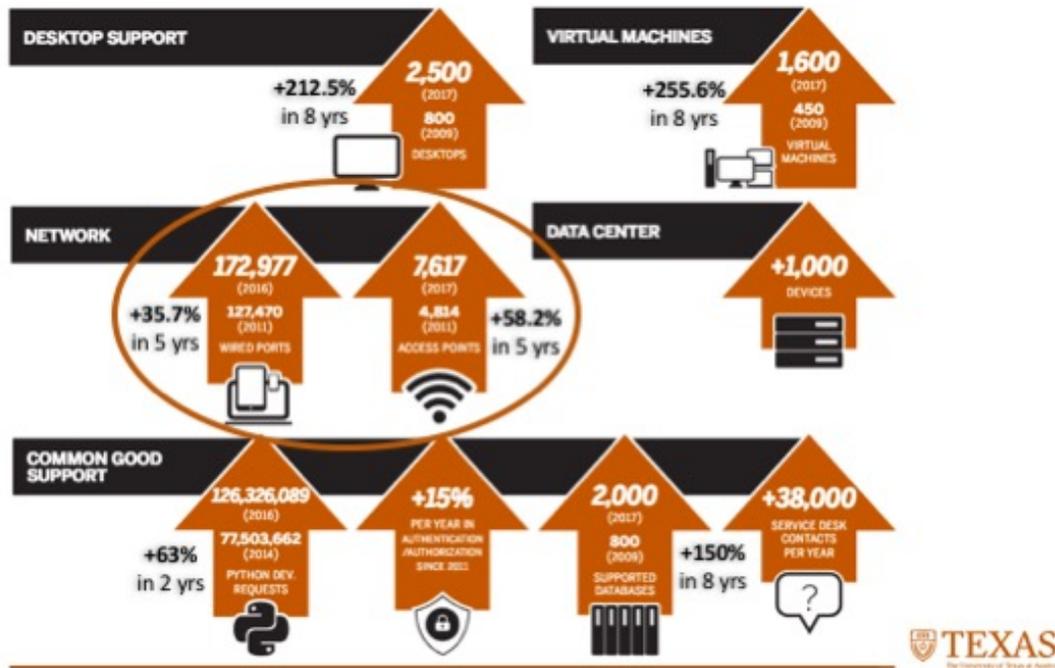
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Current Funding Model (examples)

IT Continuum of Funding			
Locally Funded (Fee-For-Service)	Aggregate Funding (Paid For By Units)	Hybrid Funding (Fee-For-Service + Central Subsidy)	Centrally Funded (Greater-Good)
Echo 360 Canvas for <u>Non-Traditional</u> Students CAD	Media Site MatLab	Data Center	Encryption Software Canvas for <u>Traditional</u> Students CrashPlan for Faculty UT Mail Help Desk

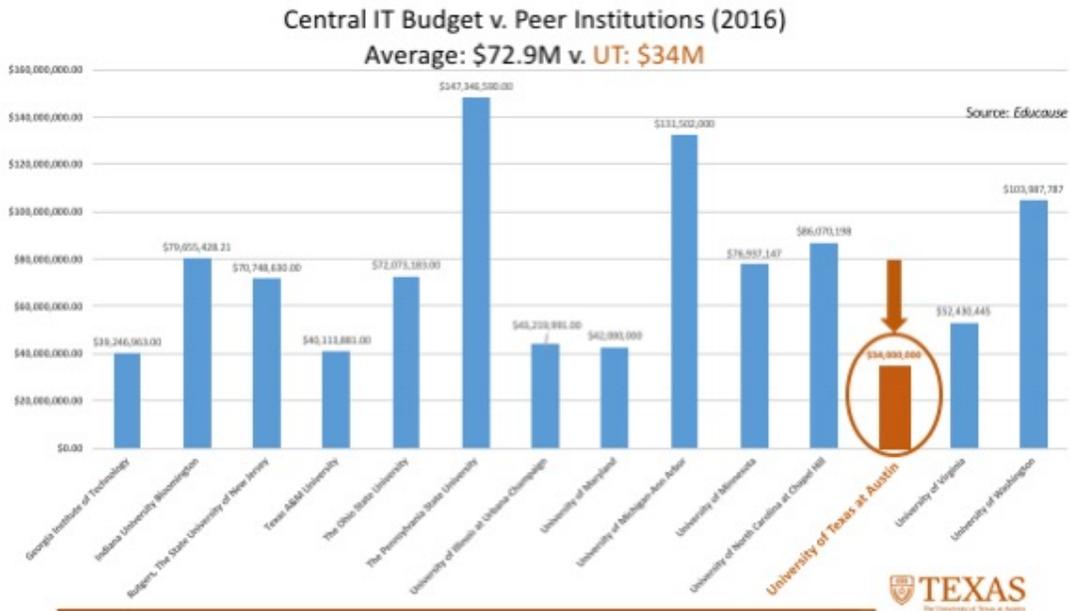
Recent History of

- Cutting-edge VoIP phone system
- Gmail for students, faculty, alumni with no data mining and additional privacy protections
- Transitioned our LMS from Blackboard to Canvas (cloud-based)
- Set up Box as a secure storage system (cloud-based)
- Migrated some systems, such as Apply Texas, over to Amazon Web Services (AWS) and Microsoft Azure (cloud-based)
- Transitioning from on premise and mainframe-based systems to cloud-based systems (e.g., Workday)
- Built a new production data center



Growth Since 2009 (Network Only)

- Equivalent to **adding** an R1 university the size of UC Berkeley
 - 78,000 additional wired ports
 - 4,000 additional wireless ports
- Increase in ITS staff since FY12-13
 - # of FTEs: ~10%
 - Salary per FTE: ~3%



CITEC Recommendations

- Held 3 Town Halls
- Reviewed over 150 IT services
 - Retired a few services
 - Moved a few to Central Funding status
 - Moved a few to Fee-For-Service status
 - Added subsidies to a few
 - Recommendations to strengthen Governance
 - Determined that a sustainable budget is ~\$45-50M

Details at:

<https://citec.financials.utexas.edu/updates>

Appendix

- Brief History of
 - In the 1980s, 1990s, and early 2000s, most systems were home-grown
 - Systems rested on a mainframe backbone
 - Each college built its own systems
 - UT Systems tried to create standards and training for colleges to follow
 - In the early 2000s, the mainframe hit the end of its lifecycle
 - Until 2009, campus IT was largely federated, with no real network standards
 - No mechanism for planning or communicating campus IT priorities existed
 - As a result, service was deemed inadequate and ITS seemed without direction and purpose

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Nine Initiatives From Original SITAC Report (2009)

Initiative—Status

Define IT Governance—Complete

Build the New ITS Funding Model—Complete

Establish Flexible Provisioning of IT Services—Ongoing

Address Negative Perceptions of ITS—Dealt with the original negative Impression

—Current: some of campus opinion is reverting

—Developing a plan to understand and address this

Sustain and Grow the Network Infrastructure—Ongoing

Sustain and Grow IT Security Capabilities—Ongoing

Foster Sharing of Campus-Wide IT Innovation—Ongoing

Create Clear Vision and Direction for Instructional Technologies—Ongoing

Enhance Administrative Systems—Total replacement, underway with ASMP (not including Registrar)

Appendix D

PowerPoint Text from slides for Presentation
Faculty Council Resolution on Academic Analytics
 from the Committee of Counsel on
 Academic Freedom and Responsibility
 Brian L. Evans, Committee Chair and
 Professor, Electrical and Computer Engineering

Academic Analytics, LLC [AA 2016 ASEE][AA 2016 Del][LSU 2014]
 Collects certain information about each faculty member and assigns rating

Compiles

- Books
- Articles in 27,000 peer-reviewed journals
- Papers in 7,000 conferences
- Awards
- Federal grants as principal investigator, and co-PI in some cases
- Journal/conference paper citations using Digital Object Identifiers (DOI)

Does Not Compile

- Book chapters
- Book citations
- Book reviews
- Patents
- Federal funding as co-investigator in many cases
- Funding from states, companies, foundations, NGOs, etc.
- Art displays
- Performances

Additional Weaknesses of Academic Analytics

Focuses on recent performance and downplays older works and their impact

Has no rating of quality for journals, conferences or book presses [Missouri 2017]

Decontextualizes citation counts

Does not track data on scholarly production from arts and humanities well

Does not allow faculty members to review, correct and ratify the data

Fails to measure other important academic activities such as teaching, service, and community engagement and outreach

Inadequately captures the extraordinary breadth, methodologies, and quality of scholarly inquiry on a university campus

Additional Concerns about Academic Analytics [AAUP 2016]

Has incomplete and inaccurate data that makes it unreliable in evaluating individual faculty members, departments and colleges/schools

Could be gamed in many ways because it encourages faculty to produce

- Low quality citation “bait” by working in subfields with different citation norms
- Quantities of low quality work, rather than trying to do actually impactful work
- Scholarship not appropriate to their field because it will be counted

Intrudes negatively upon academic freedom, peer evaluation, and shared governance [Rutgers 2015/16]

Could be used by administrators to pit faculty and departments against one another for limited resources, including salary increases

American Association of University Professors [AAUP 2016]

Colleges and universities and their faculty members should

- Exercise extreme caution in deciding whether to subscribe to external sources of data like Academic Analytics
- Refrain from relying on such data in tenure, promotion, salary, hiring decisions

When such data is made available, the data must be

- Employed subordinate to a process of effective peer review in accordance with principles of academic freedom and shared governance
- Available to all individual faculty members for review and correction if the data is being used to affect their employment status

Rutgers Arts & Sciences and Grad School resolutions [Flaherty 2015/16] [Rutgers 2015/16]

- Not to use Academic Analytics data in personnel and curricular decisions
- Give faculty members access to data collected by the company

The University of Texas

UT System paid \$6.5M for Academic Analytics 2012-20 [UTSystem 2014] [UTSystem 2016]

UT Austin used Academic Analytics in 2014 in [UTSystem2014]

- “Assessing program quality via the placement and productivity of PhD graduates”
- “Examining faculty productivity compared to peers in the field by program”

UT System Faculty Advisory Committee Resolution [UTSysFac 2013]

- “Implementation of any analytic tool (e.g. Academic Analytics, SciVal, MyEdu) ... for faculty assessment purposes shall be subject to regular review and approval by campus faculty governance bodies and/or by the System Faculty Advisory Council.”
- “Further, each campus Chief Academic Officers (or a designee) shall ensure that there will be a regular mechanism for improving the usage of these tools when these bodies or when individual faculty members reveal omissions, absences, and flaws in the analytics and/or raise issues with their usage.”

Faculty Council Motion

The Faculty Council of The University of Texas at Austin strongly recommends that the University *not* adopt Academic Analytics, LLC as a faculty management tool.

Should the University, nonetheless, adopt Academic Analytics, the Faculty Council urges that

- 1) it make no use of data collected from Academic Analytics in allocating resources among individual faculty, department/programs, and colleges; nor in decisions affecting the composition of the faculty, graduate programs and fellowship allocation, and grant-writing;
- 2) it make no use of data generated by Academic Analytics in tenure and promotion decisions or other reviews, including hiring, Mid-Probationary, and Comprehensive Periodic Reviews; and that data collected from Academic Analytics not be used to determine salary raises for individual faculty members;
- 3) it make no use of any data generated by Academic Analytics to influence decisions concerning the graduate and undergraduate curricula;
- 4) it make all personal data available to faculty members no later than August 31, 2018, for their review, correction, and ratification, and that it be open for review thereafter.

Rationale – Part 1 of 4

We understand that the administration at The University of Texas at Austin has begun to consider Academic Analytics, LLC -- a data crawler and compiler -- as an analytic tool for the assessment of faculty productivity. The purpose of this resolution is to reiterate the directive from the UT System Faculty Advisory Committee resolution of March 2013, which called for “regular review and approval by campus faculty governance bodies” for any analytic tool for faculty assessment purposes [UTSysFAC 2013]. To date, UT faculty have played no role in deciding the appropriateness of using Academic Analytics to measure the productivity of individual faculty members or the performance of departments, programs, and colleges.

Rationale – Part 2 of 4

The methods and variables employed by Academic Analytics, LLC inadequately capture the extraordinary breadth, methodologies, and quality of scholarly inquiry on a university campus with a large number of colleges and departments.

Faculty have grave concerns about being denied access to the personal data collected by Academic Analytics, LLC, including the opportunity to verify the accuracy of the data.

Academic Analytics, LLC is based on a corporate model that is both poorly designed for the task of measuring the complexity of scholarly productivity on a university campus and intrudes negatively upon academic freedom, peer evaluation, and shared governance.

Rationale – Part 3 of 4

Academic Analytics, LLC fails to measure book chapters, book citations, book reviews, patents, federal funding as a co-investigator, funding from states, companies or foundations, art displays, or performances.

Academic Analytics, LLC fails to measure other important forms of academic activity by individual faculty and department/programs, including teaching, service, and community engagement/outreach.

The measures of books, articles published in peer-reviewed journals, conference papers, awards, grants, and citations are frequently inaccurate, and, in the case of citations, decontextualized, so that these data often misrepresent the achievements of both individual scholars and departments.

Rationale – Part 4 of 4

The parameters used by Academic Analytics, LLC to define “scholarly productivity” are likely to skew, redirect, narrow, and otherwise have an outsized influence on the type and quality of scholarship produced by UT Austin faculty. It is likely to encourage faculty to produce research only in forms that are quantifiable by Academic Analytics, LLC in order to obtain higher scores from the tool.

The data generated by Academic Analytics, LLC—however misleading and inaccurate— are likely to be used by administrators to pit faculty and departments against one another for limited resources, including salary increases.

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