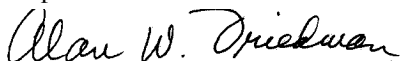


DOCUMENTS OF THE GENERAL FACULTY

ANNUAL REPORTS OF THE STANDING COMMITTEES OF THE GENERAL FACULTY FOR
2017-2018

The annual reports of the standing committees of the General Faculty for 2017-18 received to date are reproduced below.



Alan W. Friedman, Secretary
General Faculty and Faculty Council

A. FACULTY AFFAIRS COMMITTEES

A-1 Committee of Counsel on Academic Freedom and Responsibility

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

The Committee of Counsel on Academic Freedom and Responsibility (CCAFR) advises the President and Provost on procedures concerning due process for faculty members, including procedures in tenure, promotion, faculty annual evaluation, comprehensive post-tenure review, and mid-probationary review; such procedures also safeguard academic freedom in teaching, research, and expression. In addition, CCAFR investigates claims by faculty members who allege violations of due process or academic freedom, especially regarding tenure, promotion, annual faculty evaluation, comprehensive post-tenure review, or mid-probationary review. For the guidelines on filing a claim with CCAFR and for a short summary of the American Association of University Professors (AAUP) Statement of Principles on Academic Freedom and Tenure, please see the committee's website.¹

Over the last nine years, CCAFR has investigated claims of procedural and/or academic freedom violations in tenure, promotion, annual, and comprehensive post-tenure review evaluations from thirty-six faculty members. Many of the CCAFR recommendations come from these investigations. Claims of academic freedom violations, however, are not limited to tenure, promotion, faculty annual evaluations, post-tenure review, or mid-probationary review cases.

In 2017-18, the work of CCAFR can be divided into separate subjects, each of which is described in a separate section in this document:

1. Monitoring outcomes of tenure and promotion cases,
2. Investigation of a claim of procedural violations in a tenure and promotion case,
3. Investigation of a claim of procedural violations in an annual faculty evaluation,
4. Recommended revisions to the University promotion and tenure guidelines,
5. Recommendations on the use of Academic Analytics in faculty evaluations, and
6. Other open issues regarding academic freedom and its safeguards.

1. Monitoring Outcomes of Tenure and Promotion Cases

Of the 127 faculty members of all ranks who were considered for promotion in the 2017-18 academic year, 119 were promoted. Of these, two non-tenure-track faculty members and one Associate Professor did not receive promotion, and five Assistant Professors did not receive tenure and promotion. More than 85% of the Assistant Professors received tenure and promotion.

¹ <https://facultycouncil.utexas.edu/a1-committee-counsel-academic-freedom-and-responsibility>

Of the Assistant Professors who applied for tenure and promotion, five received “terminal appointment pending” appeals and one received “promotion denied.” The one who received “promotion denied” had applied early, filed a CCAFR appeal mentioned in the next section, and was ineligible to file Final Arguments because the faculty member was not in the “up-or-out” year. Of the five who received “terminal appointment pending” appeals, three filed Final Arguments, and one of them resulted in a positive decision.

2. Subcommittee Report on a Claim of Procedural Violations in a Tenure/Promotion Case

Assistant Professors who receive a decision of “terminal appointment pending” (i.e., tenure denial pending further review) have four internal avenues of appeal. The first two occur in parallel: Final Arguments based on the substance of the case and CCAFR appeal based on procedures used in the case. Both were due on March 19, 2018. The third avenue, which is reconsideration by the Budget Council or Executive Committee, would start with the next promotion cycle in April/May. The fourth avenue is Faculty Grievance, which is primarily based on claims of violations of the faculty member’s employment and civil rights in State and/or Federal Law or to grieve discipline imposed by the University’s administration. Other faculty members have access only to CCAFR appeal and Faculty Grievance.

Assistant Professor A received a decision of “do not promote” on February 15, 2018. The Candidate received unanimous votes in favor of their tenure and promotion from the Department and College evaluation committees, and received positive recommendations from the Department Chair and Dean. The Dean presented the case to the five members of the President’s Tenure and Promotion Committee (as per usual) and the President ultimately decided on “do not promote.” As has been the custom, the President provided no rationale for his decision.

Assistant Professor A filed a CCAFR appeal on March 11, 2018, alleging four procedural violations. The CCAFR subcommittee agreed that the College had misinformed the Candidate as to how years of employment had been counted towards the tenure probationary period. The misunderstanding led the Candidate to believe that the Candidate’s tenure and promotion case was one year early, when in fact it was two years early. The CCAFR subcommittee found that the Department Chair and the Dean spent a combined six paragraphs in their recommendation letters justifying why the tenure and promotion case was being considered early, which is required by the promotion guidelines. The remaining two claims of procedural errors allege that the President’s Promotion Committee did not consider the Candidate’s case; however, the Dean presented the case to the President’s Promotion Committee. The University’s Promotion Guidelines do not specify a minimum number of years to serve on the tenure probationary period to be considered for tenure and promotion. The CCAFR subcommittee did not believe that the one procedural error it had found had tainted the outcome of the case, and the President agreed.

During its investigation, the CCAFR subcommittee collected views by the upper administration towards early promotion expressed in public forums, in the hope that the views might be helpful to those who are considering early promotion to Associate Professor or Professor:

- Dean Iverson said that the earlier a promotion case is, the more incumbent it is for the academic unit to explain why. He also said that it important not to have an academic unit make a habit of putting people up early. [President’s Promotion Committee, Panel Discussion, April 9, 2018]
- Dean Smith said that when too many people go up early, it could become the ‘new normal’. [President’s Promotion Committee, Panel Discussion, April 9, 2018]
- Senior Vice Provost of Faculty Affairs Janet Dukerich said that over the years, UT Austin had become too accommodating of early promotions, according to Dean Diehl who was in attendance. Now, to be considered early, according to Senior Vice Provost Dukerich, the applicant must have an unusually strong record. She said that the record would need to be two standard deviations above the usual successful case for the normal duration in rank from Assistant Professor to Associate Professor or from Associate Professor to Professor. [Provost Office ‘Road Show’, April 11, 2018]

Dean Brent L. Iverson and Dean Mark J. T. Smith are two of the five members of the President’s Promotion Committee. Senior Vice Provost Dukerich coordinates faculty affairs across the University, including promotion processes and procedures.

3. Subcommittee Report on a Claim of Procedural Violations in an Annual Evaluation

Faculty Member B, who is a non-tenure track faculty member, filed a CCAFR appeal that alleged seven procedural irregularities and one academic freedom violation in their annual faculty evaluation. Faculty Member B received the outcome of the 2015-16 annual faculty evaluation on August 1, 2017, wrote a rebuttal to the Department on August 18, 2017, and filed a CCAFR appeal on September 18, 2017.

The alleged procedural irregularities follow. The annual faculty evaluation committee evaluated only the faculty activity report, never met in person, applied inappropriate criteria, and did not perform a holistic evaluation. The Budget Council did not oversee the process nor did it define its expectations for the faculty member's rank. The Department Chair did not provide adequate explanation of the rating. Faculty Member B also alleged an academic freedom violation in that student research is deemed to be required in undergraduate courses.

The CCAFR subcommittee concurred that the annual faculty evaluation committee should have evaluated the full range of documents specified in the *Guidelines for Annual Review of Faculty*,² should not have applied inappropriate criteria, and should have performed a holistic evaluation. The CCAFR subcommittee did not concur with the other claims. Given the severity of the claims it found, the subcommittee recommended that the review be expunged from the record.

4. Recommended Revisions to the University Promotion and Tenure Guidelines

CCAFR provided the following recommendations to the Provost concerning the 2018-19 *General Guidelines for Promotion and Tenure of All Faculty Ranks Excluding the Medical School* (hereinafter "Promotion Guidelines"):

<https://utexas.app.box.com/s/8xkm6bnim7sycj0fxa061j4vurc83ksx>

A. *Timeline (Section D)*

In 2017-18, the upper administration shifted the notification of outcomes of promotion cases from December 20th to February 16th, and shifted the deadline to file Final Arguments and/or CCAFR appeals from January 31st to March 19th. In the 2018-19 Promotion Guidelines, the deadlines are February 15th and March 25th, respectively. The President will decide on Final Arguments by April 19th, and CCAFR appeals sometime after April 25th. Our concern is that the Final Arguments and CCAFR appeal deadlines come so late that they can collide with the promotion reconsideration process for Assistant Professors in certain academic units.

B. *College and Departmental Guidelines (Section A.1)*

The Promotion Guidelines say that "Candidates should check with their Department Chairs or, in non-departmentalized colleges/schools, with their Dean regarding the requirements and practices in their area." We recommend adding wording such as "The Department Chair or, in non-departmental colleges/schools, the Dean, shall disseminate all faculty promotion guidelines specific to the college/school to each faculty member in the college/school on an annual basis." For example, the McCombs School of Business (and some of its departments) has specific guidelines on research publication venues as well as their relative importance.

C. *Selection of External Reviewers (Sections B.1.a and B.2.c)*

In Section B.1.a on Selecting Referees, we recommend giving candidates three (3) business days to respond to the list of potential external reviewers sent by the or Dean. Likewise, in Section B.2.c, after "Concerns about any reviewers on the list may be expressed to the department," please add "within three (3) business days of receiving the list."

D. *Access of the candidate to the Promotion Case (Sections B.1.b and B.2.c)*

At the end Section B.1.b Review of Materials, we recommend adding the following text:
Please see Section B.2.d concerning the extent of the candidate's access to the promotion case at any time.

E. *Reconsideration (Section D.4)*

We recommend expanding this section. In previous CCAFR investigations, the following questions concerning reconsideration by a Budget Council or Executive Committee were raised:

1. How are "new materials" evaluated?
2. How are materials from the former case evaluated?

² <https://utexas.box.com/v/18-19-guidelines-annual>

3. How are external reviewers selected?
4. Who defines a scholar's field(s) of study and how importance of scholarship is evaluated?
5. What is the role of external reviewers in internal evaluation of research and scholarship?
6. How do budget council evaluators conduct their review, and what standards are used?

5. CCAFR's Recommendations on the Use of Academic Analytics in Faculty Evaluations

CCAFR presented a "Resolution on Academic Analytics" regarding its use in faculty evaluations to Faculty Council on January 22, 2018, and at the meeting, Faculty Council unanimously approved the resolution. The presentation slides are available as slides 24-39 at

<https://utexas.box.com/s/ss57agpudh02qnvlp8jwmtq2c1oupal>

and the transcript of the presentation and discussion are on pages 14-21 at

<https://utexas.box.com/s/gzm5hrwtijrt4n09tl9wecg5om2x3fp>

The resolution reads as follows:

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:

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.

References:

- [AA 2016 Del] Lawrence Martin, Tricia Stapleton and Tynan Heller, “Academic Analytics: Strategic Analysis and Planning,” Presentation by Academic Analytics at University of Delaware, Sep. 29, 2016. <https://www1.udel.edu/vp-sec/MeetingMaterials/09-29-30-2016/AcademicAnalytics.pdf>
- [AAUP 2016] “Statement on ‘Academic Analytics’ and Research Metrics,” American Association of University Professors, March 22, 2016, https://www.aaup.org/file/AcademicAnalytics_statement.pdf
- [Rutgers 2016] “Resolution to be considered by the Faculty of the Graduate School,” Rutgers University, New Brunswick, May 10, 2016. *Resolution passed 114 to 2.* <http://rutgersaaup.org/sites/default/files/images/AA-resolution-for-GSNB-10-May-2016.pdf>
- [UTSysFAC 2013] “**Resolution** Faculty Analytic Tools to Executive Vice Chancellor of Health Affairs and the Executive Vice Chancellor of Academic Affairs,” UT System Faculty Advisory Committee Minutes, March 1, 2013, page 5. *Motion Unanimously Approved.* <https://utsystem.edu/sites/default/files/offices/academic-affairs/FAC%20Resolutions%202013.docx>

Be it resolved that the implementation of any analytic tool (e.g. Academic Analytics, SciVal, MyEdu) either by System as a whole or by individual campuses 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.

6. Other Open Issues Regarding Academic Freedom and its Safeguards

CCAFR is concerned with many other issues affecting academic freedom in research, teaching and expression, as well as safeguards of tenure, due process and faculty governance, including but not limited to the following:

A. Mentoring

Effective mentoring of faculty members of all ranks remains a difficult, systemic challenge at all levels of a university organization. We recommend that each tenure-track, tenured, and non-tenure track faculty member who is eligible for promotion have a non-administrative faculty mentor in one’s department and a non-administrative faculty mentor outside one’s college/school. In addition, each faculty member should also consult with one’s Department Chair on procedures, policies, and general advice regarding mentoring.

B. Accounting for Leaves of Absence and Personal Leave in Promotion Cases

The University already allows for extensions to the tenure probationary clock for leaves of absence and certain personal circumstances in HOP 2-2020. We request that these policies be made clear to faculty members, Department Chairs, and Deans. We are thankful for the increased efforts by the Provost Office in this regard, including its “Road Shows” and panel discussions for both administrative and non-administrative faculty members. We also applaud the changes to the Sample Letter for external referees for tenure and promotion cases on the Provost website to provide wording to use when a faculty member has extended the tenure probationary period.³

³ <https://provost.utexas.edu/faculty-affairs/promotion-and-tenure/2018-19>

Adjusting for leaves of absence and family and medical leave in other kinds of promotion cases is also an important issue. We applaud the changes to the Sample Letter for external referees in cases involving promotion to Professor that includes the following wording: “Please note that Professor LAST NAME had INSERT NUMBER year(s) in rank impacted by approved personal leave from the University.” The Sample Letter is also on the above Provost website.

C. *Evaluating Scholarship at the Department and College Level*

On evaluating scholarship in annual faculty evaluations, comprehensive periodic review of tenured faculty, mid-probationary reviews, and promotion and tenure cases, we are aware of three chronic needs in many departments and colleges/schools:

- a. To provide full disclosure of the relative weighting of teaching, scholarship and service;
- b. To provide full disclosure regarding the criteria for evaluation and relative weighting of types of scholarship, including peer-reviewed books, book reviews, book chapters, and articles, as well as performance/exhibition venues for audio/visual works; and
- c. To address the problem of the “double bind,” or “Catch-22,” that can happen when a candidate is recruited and hired to conduct research in a relatively new field, encouraged to publish results in peer-reviewed journals specialized for the new field, but then denied tenure and promotion because their specialized journals are not top-tier.

D. *Mid-Probationary Review of Tenure-Track Faculty*

The Mid-Probationary Review of Tenure-Track Faculty occurs during the fifth, sixth, or seventh semester on the tenure probationary clock and evaluates the faculty member’s trajectory towards tenure and promotion. An unsuccessful Mid-Probationary Review carries the possibility that an Assistant Professor’s appointment may not be renewed. The Mid-Probationary Review also plays a role in the tenure and promotion evaluation because it must now be included in the tenure and promotion dossier, and the assessment by the Department Chair and Dean must include a reflection on the Mid-Probationary Review results.

In 2016-17, at the request of the Provost Office, CCAFR reviewed and proposed changes to the Mid-Probationary Period Review policies at the University level and in each college/school, as described in Section 3.2 of the 2016-17 CCAFR Annual Report. Among its findings, CCAFR recommended a holistic evaluation of teaching, scholarship, and service; written feedback to the faculty member; and the right to appeal to CCAFR to investigate claims of procedural and/or academic freedom violations. The Provost Office adopted the proposed changes in the University guidelines.⁴ The Provost Office is currently working on communicating the changes proposed by CCAFR to the Mid-Probationary Review guidelines to the individual colleges and schools.

E. *College Promotion and Tenure Committees*

Some colleges and schools lack a transparent promotion process, including how college tenure and promotion committee (T&P committee) members are chosen, how members of a candidate’s department on the college T&P committee participate, and the Dean’s role in college/school T&P committee meetings and other processes. We recommend that each college/school make this information available to its faculty each year.

F. *Procedures Governing Disciplinary Action by the Administration*

Both AAUP guidelines and UT Austin’s own procedures, specifically HOP 2-2310, acknowledge that the imposition of severe sanctions such as suspension for a stated period of time (with or without pay) requires faculty consultation and involvement early in the process. Regulations 5 and 7 of “Recommended Institutional Regulations on Academic Freedom and Tenure,” AAUP, 2014⁵, maintain that such a severe sanction as suspension may be imposed before a hearing “only if immediate harm to the faculty member or others is threatened by continuance,” and, as HOP 2-2310 has it, only after the University “determine[s] that allegations are supported by credible evidence” [I.C.1.] Further, the HOP requires that, if the administration does decide that immediate suspension is necessary, the President will “provide the Committee of Counsel on Academic Freedom and Responsibility a written explanation for the action taken with a copy to the affected faculty member” [I.C.6.] These are vital due process protections to follow.

⁴ <https://provost.utexas.edu/faculty-affairs/mid-probationary-review>

⁵ <https://www.aaup.org/report/recommended-institutional-regulations-academic-freedom-and-tenure>

G. Implicit Sanctions Accompanying Disciplinary Action

For faculty members under disciplinary action, the upper administration has been imposing additional implicit sanctions until the disciplinary action is completed. In two on-going cases of disciplinary action against two tenured Associate Professors that will span at least from spring 2017 to fall 2018 inclusive, the upper administration has decided not to allow the faculty members be promoted or receive University awards, raises, retention offers, and appointments to administrative positions and other leadership roles. We would like to ask that the upper administration develop formal written policies concerning implicit disciplinary actions with appropriate input from CCAFR, the Faculty Grievance Committee and the Faculty Council.

H. Updating the Faculty Grievance Process

The University Faculty Grievance Process is described in the Handbook of Operating Procedures (HOP) 2-2310 Faculty Grievance Procedure⁶

In fall, two faculty members were under a severe sanction (suspension with pay, removal from teaching and advising students, and being barred from campus) due to a complaint filed by two students. The faculty members separately filed an appeal with the Faculty Grievance Committee for a formal hearing. One faculty member received a formal hearing, but the other did not. The AAUP "Recommended Institutional Regulations on Academic Freedom and Tenure" would require that a faculty member facing a severe sanction be granted a formal hearing.

CCAFR has been meeting with the Faculty Grievance Committee to discuss ways to improve the process of deciding when an appeal should receive a formal hearing and how a formal hearing would be conducted. Some ideas for additional consideration by the Faculty Grievance Committee include (1) the addition of a neutral moderator who has legal training and is acceptable to both sides to guide and monitor the proceedings and (2) the restriction that the University administration only have legal counsel present at a formal hearing if the faculty member has legal counsel present, which we believe is possible if the idea in (1) is adopted.

Brian L. Evans, Chair

A-2 Faculty Advisory Committee on Budgets

FACB Members: Robert Chesney, Pat Davis, Brian Evans, Michael Granof, Johann Hofmann, Christine Julien, Jody Jensen, Kerry Kinney, Martha Newman, Maggie Rivas-Rodriguez, Pauline Strong, Debra Umberson, Claus Wilke, and Mary Velasquez

Summary: The UT Austin operating budget faces challenges on many fronts. On the revenue side, these challenges are shown in the table below and include

- declining state general revenue,
- "flat" recurring Available University Fund (AUF) support, and
- "flat" tuition rates.

The Permanent University Fund has increased 47.8% in market value¹ from \$13.47B on August 31, 2012, to \$19.91B on August 31, 2017, and its recurring payout to the AUF increased by 55.7% from \$176M in 2012-13² to \$274M in 2017-18⁷. During this same period, the recurring payout to the AUF increased from 7.5% to 9.2% of the annual UT Austin budget.

On the expenditure side, these challenges include

- bringing faculty and staff compensation to more competitive levels,
- addressing inflationary pressures for non-capital expenses (3% increase or \$52M/year),
- servicing debt (\$129M/year), and
- maintaining buildings/equipment (\$250M/year; \$2B total; not in the budget).

Of the 2017-18 operating budget, faculty/staff salaries/benefits accounted for 51%.

⁶ <https://policies.utexas.edu/policies/faculty-grievance-procedure>

Operating Budgets

UT Budget Sources	12-13²	13-14³	14-15⁴	15-16⁵	16-17⁶	17-18⁷
Tuition and Fees	25%	24%	22%	21%	21%	21%
State General Revenue	13%	13%	12%	13%	12%	12%
Avail. Univ. Fund (AUF)	8%	9%	9%	8%	9%	10%
AUF Medical School	n/a	n/a	1%	1%	1%	1%
AUF Temp. Increase	n/a	n/a	n/a	n/a	0%	1%
Gifts and Endowments	9%	10%	10%	9%	9%	9%
Research Grants/Other	45%	44%	46%	48%	48%	46%
Total	\$2.35B	\$2.48B	\$2.66B	\$2.81B	\$2.88B	\$2.98B
<i>Increase vs. Previous Year</i>		5.5%	7.3%	5.6%	2.5%	3.5%

Tuition: Significant annual losses in the academic core budget have been projected for 2018-19 to 2021-22, based on 2017-18 figures⁷. The projected annual losses are \$41.9M, \$74.5M, \$79.5M and \$87.1M, respectively. In fall 2017, President Fenves convened a Tuition Policy Advisory Committee¹³ (TPAC) to recommend the amount of tuition needed to fund the University's forecasted core academic budget for 2018-19 and 2019-20. In fall 2016, six public universities in Texas charged higher undergraduate resident tuition than UT Austin⁹. This was also the case in fall 2014. In fall 2015, TPAC recommended a 3.00% tuition increase. President Fenves agreed and UT System approved it in spring 2016. Since fall 2016, the increase in net revenue from tuition has been about \$15M/year. In fall 2017, TPAC recommended “a tuition increase of 2.00% in each year for 2018-19 and 2019-20 for Texas resident undergraduate students, non-resident undergraduate students, and graduate school students. (Professional school tuition is outside the scope of the committee.)” President Fenves accepted the recommendation in December 2017 and UT System approved it in March 2018¹⁶. The increase will take effect in fall 2018.

State General Revenue: The State Legislature decides the annual general revenue when they are in session every other year. The State General Revenue has been increasing slightly each year in absolute amounts, but has generally been declining in percentage of the operating budget²⁻⁷ with 2015-16 being an exception²⁻⁷. For example, State general revenue in 1984-85 accounted for 47% of the \$503M operating budget².

Available University Fund: The AUF includes income from the Permanent University Fund, which receives revenue from oil- and mineral-producing land. AUF is split 2/3 for The UT System and 1/3 for the Texas A&M System. UT Austin receives about 30% of the AUF funds each year⁵⁻⁷. For 2017-18, UT Austin received \$274M recurring revenue plus \$25M for the Medical School (same as in each of the previous three years) and \$39M as a one-time payout. One concern is the quadrupling of the UT System operating budget from 2011 to 2017 to a peak of \$143M^{14,20} which appears to have reduced the amount of Permanent University Fund revenue that could have gone to component institutions.

Research and Other External Revenue: In 2017-18, UT Austin earned \$551M in research contracts/grants, \$148M in other external revenue directly for an academic purpose and \$479M in self-supporting revenue (including \$170M from athletics and \$97M from housing/food).⁷ Athletics¹⁸ received a record-breaking \$214.8M in 2016-17.

Salaries/Benefits: The largest expenditure in the 2017-18 operating budget is salaries and benefits (\$1.515B; 51%)⁷. The academic core expenditures (\$1.524B) included \$877M in salaries and benefits. Of the \$877M, \$24M goes toward Teaching Assistant salaries/benefits and covers approximately half of the Teaching Assistant positions on campus. Within salaries and benefits, faculty salaries cost \$325M and staff salaries cost \$292M⁷. Salaries for administrative positions (Deans, Directors, Administrators, etc.) are available each year¹⁷. In fall 2017, excluding faculty members whose primary duties are administrative (Deans, Directors, administrative officials, etc.), UT Austin had 3,162 teaching faculty¹⁰ of which 59.1% are tenured/tenure-track faculty¹⁰, and more than 16,000 dedicated staff¹¹.

Medical School: Recurring cost for the Medical School increased from \$26.5M in 2014-15, \$66.8M in 2015-16, \$73.9M¹² in 2016-17 and \$81.2M¹² in 2017-18. The Medical School accepted its first class in fall 2016, and its enrollment was 100 in fall 2017.

Debt Service: President Fenves analyzed the \$129M in debt service at the January 22, 2018, Faculty Council meeting¹⁹. Forty percent is debt service for construction of academic buildings, including Engineering Education & Research Center, Belo Center for New Media, Gates-Dell Complex, and the Norman Hackerman Building. Twenty-two percent is for debt service the three new Dell Medical School Buildings. Fourteen percent (\$18M) is for debt service for new Athletic facilities (tennis complex, etc.). Other debt service is for dormitories and parking garages.¹⁹

Accounting Changes: On January 23, 2018, we met with Chief Financial Officer Darrell Bazzell and Kristen M. Walker (Assistant Vice President of Accounting and Financial Management) to discuss a UT Austin proposal to pool fringe benefit rates into a small number of budget groups, which

- can greatly simplify budgeting for proposals;
- is required by Workday;
- will treat employees the same;
- will gain efficiency in having the correct fringe benefits cost allocation up front.

The fringe benefit rate is the fringe benefits cost divided by gross salary. The three possible fringe benefit costs are for an individual, a family, or a family with dependents. However, since gross salary varies with the individual, UT Austin has essentially 21,000 different fringe benefit rates. Peer institutions are pooling fringe benefits rates into 2-11 budget groups. The proposal does not affect the actual benefits received by faculty, staff, and graduate student academic employees. We recommended using three budget groups.

The 2015-16 Faculty Advisory Committee on Budgets also raised the following issues:

- Create an electronic idea box for University applications and software
- Create focus groups on purchasing from STEM and non-STEM units
- Simplify initiating purchases and reconciling purchases after the fact

We suggested drawing inspiration from the federal Paperwork Reduction Act (1980) to reduce the amount of information needed and let faculty take on the responsibility.

The 2014-15 Faculty Advisory Committee on Budgets also raised the following issues:

- The online conflict of interest forms are also difficult to use and understand
- Cluster hiring of senior faculty allocated to five of the eighteen colleges/schools and
- Destination of funds raised during the \$3B Capital Campaign.³

And how were the five colleges/schools chosen? Will they be able to hire Assistant Professors?

The 2013-14 Faculty Advisory Committee on Budgets also raised the issues below¹⁵:

- Distribution of 2% contingency fund held by each department
- Relative weighting of research, teaching and service in annual faculty evaluations
- Work with Legislature to fulfill its financial commitment to excellence in higher education
- Integration of Medical School students, faculty, staff and processes with campus
- Concern about applying a uniform standard for merit raises across departments
- Request for University-wide policy on the percentage of faculty to receive merit raises

UT Austin has tough choices to make in balancing budgets in face of anticipated deficits while fulfilling its increasing commitments to undergraduate, professional and graduate education. Many non-administrative faculty members would like to have greater input in decisions on budgetary matters in departmental, college and upper administrations.

References

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Brian L. Evans, Chair

A-3 Faculty Committee on Committees

1. At the initial meeting on September 11, 2016, Karma Chavez was selected as Chair Elect for 2018-19.
2. On April 2, 2018, the committee reviewed nominations by the General Faculty for standing committee membership with attention to representation from all colleges and schools and to issues of gender and racial diversity, as well as University regulations and operating procedures. Representative faculty members were recommended to the President to serve on nineteen standing committees.

In addition, three online votes were held over the year. 1) In September 2017, we voted on replacements for C08 Parking and Traffic Appeals Committee; 2) in February 2018, we voted to accept several changes to standing committees; and 3) in early May 2018, we voted to replace Professor Brian Bremen, a faculty member on the Technology-Enhanced Education Oversight Committee who retired.

The committee wishes to thank Ms. Debbie Roberts and Ms. Victoria Cervantes for their help.

Kate Catterall, Chair

A-4 Faculty Grievance Committee

The 2017-18 Faculty Grievance Committee had three meetings over the two long semesters. There were two grievances filed early in the fall semester. One was allowed to go to a formal hearing but the other was not. It is the opinion of the Chair that the low number of grievances brought forward is due to the excellent work done by the Faculty Ombudsperson.

The grievance that went through the entire process had several delays throughout the year and the final

response from President Fenves was not available until the end of the spring semester. The final meeting of the Grievance Committee convened after receiving the President's response to the grievant's appeal.

The period from 2018-21 will be an excellent opportunity to conduct a formal review of the current Faculty Grievance Policy. There will be four different members of the law faculty on the committee over this period.

Martha F. Hilley, Chair

A-5 Faculty Welfare Committee

The committee met on September 21, 2017, and agreed that a new charge would be written. The new committee charge was approved by the committee October 5, 2017, and submitted to Faculty Council on October 26, 2017. We recommended that the charge be reviewed every four years, and that the charge read as follows:

To propose modifications to University policies that would improve faculty welfare; to study all other proposed legislation concerning faculty welfare and submit recommendations to the Faculty Council. In addition, this committee's function is to appoint a member to serve as ex-officio member of the Gender Equity Council and appoint a member to serve as member of the Wellness Network Executive Board.

Amanda Hager represented the committee at the Gender Equity Council meeting on September 14, 2017, the Wellness Network Executive Board meeting on October 13, 2017, and the Title IX Taskforce meeting of November 9, 2017.

In October, the committee was charged with drafting a set of recommended faculty responses to the CLASE report. Amanda Hager led the investigation, drafted a set of recommendations with support from committee members, and presented those recommendations at the Faculty Council meeting on April 9, 2018. The recommendations were sent to the Provost's Office on April 15, 2018, and they are included in Appendix A.

Amanda Hager, Chair

A-6 General Faculty Rules and Governance Committee

Report not received.

Jody L. Jensen, Chair

A-7 University of Texas Press Advisory Committee

During the 2017-18 academic year, the University of Texas Press Faculty Advisory Committee (FAC) met eleven times, including the summer; its final meeting will take place on Monday, August 20, 2018. Editors bring projects to the committee after a rigorous peer review process, and committee members review information about each one. The informational packets contain a summary of the book's content and the peer reviews, the full text of the peer reviews, and the responses from the authors. Following a brief presentation by an editor, the committee discusses the project, expresses concerns, offers suggestions, and votes to approve or reject. The committee almost always approves the projects, though approvals often come with suggestions to strengthen the book. We reviewed sixty projects at the first eleven meetings and expect to discuss five at the August meeting, for a total of sixty-five. Altogether, the Press published ninety-two books this past year; another ten were either distributed books or new in paper and did not require FAC review/approval.

Long a leader among university presses, UT Press enjoyed a banner year, winning sixteen major prizes for its books. Among highlights include: the College Art Association's Avery Book Award for Harper Montgomery's *The Mobility of Modernism*; the American Agricultural Society's Wallace Award for Robert Wilcox's *Cattle of the Backlands*; the Latin American Studies Association's Best Book in the Humanities Award for Daniel Nemser's *Infrastructures of Race*; and the Middle East Studies Association Owen Book Award for Hanan Hammad's *Industrial Sexuality*. Added to these—and more—prestigious awards are the very high numbers of reviews and mentions of the press's books. These numbers are tracked by calendar year, and this year to date, the UT Press's recently published books received 512 reviews and mentions,

compared with 239 last year. Among the most rewarding mentions came from Dwight Garner, *New York Times* book critic and longtime editor for the New York Times Book Review. After reading Jennifer Szalai's *NYT* review of Geoff Dyer's *The Street Philosophy of Garry Winogrand*, Garner wrote that "The University of Texas Press is becoming a (smart, flexible, unpredictable) powerhouse, a model academic press." (<https://twitter.com/DwightGarner/status/979342860330913793>)

This sort of public support from such a high-profile reviewer is the dream of any press director. The University of Texas Press is, indeed, a model academic press, one that brings great distinction to the larger University community. Despite significant cuts to its budget over the past several years, the Press continues to thrive, becoming a much talked about leader in the world of academic presses. It is certainly our hope that the Press receive the University support it needs to continue operating at the highest level.

Steven D. Hoelscher, Chair

B. STUDENT SERVICES AND ACTIVITIES COMMITTEES

B-1 Committee on Financial Aid to Students

During the 2018-17 academic year, the committee on Financial Aid to Students (B-1 committee) met four times to identify and discuss financial aid problems experienced by undergraduates at the University and to assist in making decisions about awarding scholarships in Student Government and the Brown Scholarship. John Traphagan (Chair) and Max Snodderly (Vice Chair) provided leadership to the committee throughout the year.

At the September meeting, the group discussed more closely coordinating efforts with the Student Government Endowment Committee (SGEC) in relation to the endowments they have available for small student scholarships. Questions were raised about providing help in identifying financial need among students who apply, given the fact that Student Government members cannot review the financial information of other students. After conversations with the legal department by Traphagan, it was decided that the B1 committee can review files but cannot indicate specific levels of need to the students. After further discussions, it was determined that the B1 committee can rank the students in terms of need without giving out specific financial information. This approach was employed as a means of assisting the SGEC with distributing funds during the 2017-18 decision cycle. The committee also discussed the need to put financial aid at the forefront of the next capital campaign and to emphasize addressing the needs of middle-income families.

At the October meeting, the committee reviewed a letter sent by the Chair to thank Steve Hicks for his large donation to the School of Social Work. The committee also reviewed financial aid to rank applicants for student government scholarships for approximately eighty applicants. In addition, the committee discussed data provided by one member on how we define affordability and raised a question about having the committee attempt to formulate an approach to defining affordability in the future.

The March meeting of the committee focused on issues related to defining affordability and reporting by the Chair on the activities of the Strategic Enrollment Management Working group. And, the April meeting focused on selecting recipients for the Brown Scholarships that involved reviewing and ranking the applications of approximately twenty students.

Over the course of the year, the Chair (Traphagan) reported on the activities, discussions, and progress of the Strategic Enrollment Management Working group, on which he served throughout the year, specifically emphasizing discussions related to improving financial aid packages for students.

John W. Traphagan, Chair

B-2 Recreational Sports Committee

The committee was comprised of the following members:

Dean J. Almy	Associate Professor, Architecture
Rehema Apio	ESL Receptionist, International Office (<i>left University January 2018</i>)
Matthew Bowers	Clinical Assistant, Kinesiology and Health Education
Mark L. Bradshaw	Lecturer, Accounting

Alyssa Coleman	Intramural Council Representative
Linda Dickens	Senior Director of Institutional Accreditation and Effectiveness
Thomas (Tom) W. Dison	<i>ex officio</i> , Senior Associate Vice President and Director, Recreational Sports
Natalie Hinson	Student Government Representative
Xiaofen Keating	Associate Professor, Curriculum and Instruction
Kunz Mainali	Student Government Representative
Richard A. Morrisett	Professor, Pharmacy (<i>resigned from committee February 2018</i>)
Patrick C. Olson	Admissions Ambassador and Volunteer Coordinator, Office of Admissions
Angeline Close Scheinbaum	<i>Chair</i> , Associate Professor, Advertising and Public Relations
Christen Smith	Assistant Professor, Africa and African Diaspora Studies
Audrey J. Stone	<i>Vice Chair</i> , Assistant Professor, Kinesiology and Health Education
Jacob Watson	Sport Club Council Representative

September 20, 2017 - Election of Vice Chair

Introductions were made and the election for Vice Chair took place. Angeline Close Scheinbaum explained the duties and qualifications for the position of Vice Chair. Patrick Olson nominated Audrey Stone, Matthew Bowers seconded the nomination. The committee voted unanimously to elect Audrey Stone to the position of Vice Chair.

Committee Overview

Tom Dison provided an overview of Recreational Sports and the role of the Recreational Sports Committee along with a sampling of departmental highlights from 2016-17. The committee watched a PowerPoint presentation, which provided a synopsis of the programs, services and facilities that Recreational Sports offers, as well as information on its development efforts and a list of its challenges and plans for 2017-18. Packets of RecSports publications and related materials were distributed.

October 25, 2017 – Function Review

The Faculty Council asked each of the General Faculty Standing Committees to review and evaluate its function and composition and to propose changes as needed. This evaluation is required every two years. The committee was also asked to consider whether the two-year review period is appropriate or if it could be extended to every four years. After discussion, the committee agreed that changing to a four-year review cycle was adequate. It also agreed that some changes in its function might be appropriate, but tabled the discussion until the November 29 meeting, at which time the group would discuss the most clear and concise way to articulate the proposed changes.

Membership and Facility Usage Fees

The committee reviewed Recreational Sports' proposed 2018-19 membership and facility use. Based upon a considerable increase in the costs of Facility Services, ITS user costs, and UT Austin administrative fees, RecSports planned to recommend a five percent across-the-board increase in facility use fees. Continuing its move toward simplifying rates and rate structures, RecSports planned to request no change in primary faculty/staff rates, an increase in affiliated and non-affiliated memberships, and the standardization to a single locker rate. The committee also reviewed a proposed future plan, beginning in 2019-20, to adopt a rate structure that includes two primary categories—UT and Non-UT. As part of this plan, the department intends to offer recurring credit card charges as a primary payment option, and perpetual membership renewal dates.

The committee was supportive of RecSports' 2018-19 proposed fees, and for moving forward on implementing the future simplification of membership structures and payment options.

November 29, 2017 – RecSports Financial Presentation

Tom Dison gave an overview of how Recreational Sports is funded, and how it goes about meeting its expenses. He discussed the concepts and philosophy upon which the department approaches budget issues and gave an explanation of how the budget process works relative to the Student Services Budget Committee (SSBC).

Following up on the request from the Faculty Council that asked each of the General Faculty Standing Committees to review and evaluate its function and composition and to propose changes as needed, the committee agreed that all members should be voting members. Language regarding student appointments was updated to be more inclusive. Changes were also made to the function for accuracy and to be more reflective of the committee's scope. The proposed changes to the committee's function and composition follow:

FUNCTION. To determine policy for the conduct of the Intramural Sports and Sport Club programs; to hear appeals of decisions of the Councils of Recreational Sports; and to advise on other matters pertaining to Recreational Sports and its programs, facilities, and services.

COMPOSITION. Comprised of fifteen voting members. Thirteen members appointed by the President, including six members of the General Faculty for three-year staggered terms; two members of the University staff for two-year staggered terms; one University staff member designated by Recreational Sports for a one-year term; two students as designated by the Councils of Recreational Sports and two other students as designated by Student Government, all of whom are representative of the diverse student body. In addition, every year the Chair of the Faculty Council shall appoint two faculty members of the Faculty Council for one-year terms. Each year, the committee shall elect its own Chair and Vice Chair who shall be faculty members of the committee. The Director of Recreational Sports shall serve as an administrative advisor without vote.

February 7, 2018 – Gregory Gym Infrastructure

Tom Dison provided an overview of the proposed plan for updating Gregory Gym's infrastructure. Based on an assessment performed by an outside engineering firm, Recreational Sports has identified areas that need to be upgraded, including mechanical, lighting and electrical systems, plumbing, technology, and structural elements. RecSports plans to pay for the infrastructure projects by reallocating funds that were previously earmarked for debt service once the Gregory Gym bond has been retired.

March 21, 2018 - Recreational Sports Assessment

Recreational Sports consistently conducts research and collects data in an effort to identify trends, allocate resources, and determine future directions. The department schedules up to eight assessment projects annually. The data that RecSports collects includes usage and participation, demographics, satisfaction levels, cost effectiveness, and student outcomes and benefits. The most recent survey was conducted in the spring of 2016. Tom Dison reviewed that survey with the committee.

In November, the RecSports Committee submitted to the Faculty Council proposed changes to its function and composition statement. After reviewing the proposal, the Faculty Council asked the committee to decide whether General Faculty Members should continue to be appointed by the President of the University or elected by the Faculty Council. After some discussion, the committee agreed that General Faculty Members should continue to be appointed by the President. Following is the language that was submitted to the Faculty Council:

FUNCTION. To determine policy for the conduct of the Intramural Sports and Sport Club programs; to hear appeals of decisions of the Councils of Recreational Sports; ~~and to promulgate regulations designating the faculty and staff members and other persons who are entitled to participate in the faculty and staff competitive and recreational programs~~ and to advise on other matters pertaining to Recreational Sports and its programs, facilities, and services.

COMPOSITION. Comprised of fifteen voting members. Thirteen members appointed by the President, including six members of the General Faculty chosen for three-year staggered terms through the regular procedures of the Committee on Committees; two members of the University staff for two-year staggered terms; one University staff member designated by Recreational Sports for a one-year term; two students as designated by the Councils of Recreational Sports and two other students as designated by Student Government, all of whom are representative of the diverse student body ~~[, a male and a female, designated by the Councils of Recreational Sports; two other students, a male and a female, designated by Student Government; and one member of the University staff designated by the non-student~~

program and appointed to serve as a member without vote for a one-year term]. In addition, every year the Chair of the Faculty Council shall appoint two faculty members of the Faculty Council for one-year terms. Each year, the committee shall elect its own Chair and Vice Chair from the faculty members of the committee. The Director of Recreational Sports shall serve as an administrative advisor without vote.

Rationale: The committee is suggesting that it remain a 15-person committee, but agreed that all members should be voting members. Language regarding student appointments was updated to be more inclusive. Changes were also made to the verbiage for accuracy (there is no longer a “non-student” program) and to be more reflective of the committee’s scope, which is to advise on all matter pertaining to Recreational Sports and its facilities, programs, and services.

April 18, 2018 – Election of Chair Elect/Wrap-up

The Faculty Council requested that this meeting be used to elect a person for the following academic year. Close Scheinbaum reminded the committee that the Chair must be a faculty member. Audrey Stone and Xiaofen Keating both expressed interest in the position. The committee voted and Audrey Stone was elected to serve as Chair beginning September 2018. Tom Dison provided various miscellaneous updates, including a list of recent and upcoming events and projects in which Recreational Sports is involved.

Committee Activities/Meeting Topics for the 2018-19

- Election of Vice Chair
- Introductions and committee overview
- Review of RecSports accomplishments from 2017-18
- Review of RecSports goals for upcoming year
- Recreational Sports' budget requests for 2019-20
- Membership and Facility Usage Fees for 2019-20
- Updates and Announcements
- Special Topics as needed

Angeline G. Close, Chair

B-3 Student Life Committee

The Student Life Committee had meetings in November, February and in March. The November meeting focused on brainstorming about various ways the committee could be helpful to students on campus. At the request of the student members of the committee, in the February meeting, we started to discuss how the delay in submitting textbook selections to the University Co-op by faculty causes a significant financial burden on students. After gathering more data from the Co-op, in the March meeting, we discussed how to raise more awareness among faculty about the importance of submitting textbook and course material selections on time.

Here is a short summary of the main points of our discussions. The issue seems to plainly be that faculty are not aware of the negative financial implications of the delay in submitting textbook information. First, when textbook selections are submitted late, students and the Co-op alike are unable to search for the best prices and end up paying higher prices for the same materials. Second, when required course materials are not submitted in a timely manner, the Co-op is unable to verify if a textbook will be used in the future and therefore is unable to offer significant value for a book a student may be trying to sell to them.

We reached out to the Faculty Council to consider this in a general Faculty Council meeting. Due to scheduling issues, this could not be done in the current semester. We hope to continue discussing this in the next year and finding effective ways to raise faculty awareness of this problem.

Anna Gál, Chair

B-4 Student Athletes and Activities Committee

Professor Pamela Buchanan was elected to serve as Chair Elect.

The committee's work in 2017-18 pertained to the following priorities: gaining a better understanding of time commitments required by student-athletes; becoming more knowledgeable about challenges posed by team travel schedules, missed class days, exam schedules, and online proctoring; and further exploring class scheduling challenges and whether these affect access to majors.

The committee discussed how summer courses are scheduled, the impact on student-athletes, and endorsed having broader conversations about the possibility of utilizing the summer session in additional ways—namely, with more flexibility related to when courses begin and end—so that both student-athletes and the larger student body—had greater access to summer courses.

The committee endorsed a request from UT Athletics to allow academic advisors to have monitoring status in Canvas for courses in which student-athletes are enrolled. The request was referred to Faculty Council Executive Committee.

Members of the committee also attended meetings of the Student Athlete Advisory Committee (SAAC) and listened to student-athletes share their experiences.

Allan H. Cole, Chair

C. INSTITUTIONAL POLICY OR GOVERNANCE COMMITTEES

C-1 Admissions and Registration Committee

1. The Admissions and Registration Committee (C-1 committee) met in September to establish a Chair and a Vice Chair for the year, having no new business or other agenda items, the committee was adjourned. Subsequent to this meeting, the Chair talked with Shelby Stanfield, Vice Provost and Registrar, to inquire if he had any issues that might concern this committee. His response was a negative. There was no more activity of the committee in the fall semester.
2. The spring semester also saw no agenda items given to the committee. The Chair felt that inactivity was not a healthy contribution to University governance and so reached out to the newly appointed Senior Vice Provost of Enrollment Management, Dr. Rachele Hernandez. The committee met with Dr. Hernandez in April. Dr. Hernandez was very informative about the changes in the way that recruitment had been handled at UT Austin in the past and how she wanted to change the climate that surrounds the recruitment/admissions process. She suggested that although there was nothing of pressing importance that concerned the committee at the moment, she would like to meet with the committee on a regular basis to keep faculty informed.
3. It was recommended that the C-1 committee meet regularly with the Senior Vice Provost as a way of keeping communication lines open and not to conduct business on an “issue needs” basis as was our past history.

Lee R. Chesney, Chair

C-2 University Academic Calendar Committee

The University Academic Calendar Committee had no active business in 2017-18. There was some e-mail discussion about the University's work to align spring break with other Central Texas institutions such as school districts and South by Southwest, but no proposal was made nor actions taken because the University has the scheduling flexibility to manage such as is. Marjorie Woods was voted Chair Elect for the 2018-19 academic year.

Bradford R. Love, Chair

C-4 Educational Policy Committee

The Education Policy Committee (EPC) discussed the following issues in 2017-18.

1. Academic Dishonesty.

The EPC proposed clarifications to the language of the academic dishonesty policy intended for the *General Information Catalog* (GIC)(Appendix C, Section 11 on Student Discipline and Conduct⁷) and the Faculty Disposition Form. The proposed changes were approved by the EPC and the Faculty Council.

⁷ <http://catalog.utexas.edu/general-information/appendices/appendix-c/student-discipline-and-conduct/>

However, they were rejected by the Provost's Office and returned to the EPC for further consideration. The problem seems to be that the GIC catalog language has changed since the EPC wrote the language of this proposal. This issue will be taken up again in 2018-19 by the EPC.

2. Name Change of the Ethics and Leadership Flag Course to Ethics.

The EPC approved the name change of the "Ethics and Leadership" Flag course to "Ethics" because materials related to Leadership skills were never explicitly a part of this course and led to confusion. Other than the name change, the course remains substantively unchanged.

3. The EPC proposed changes to the 2018 Honors Day Criteria for selecting distinguished college scholars.

The criteria for selecting distinguished college scholars for honors day were altered to circumvent the problem of selecting a fraction of a student in those colleges with a small class. This legislation was temporarily approved on an emergency basis in April 2018 to permit scholar selection for the current year. It was subsequently modified to address the issue of potential academic dishonesty amongst the selected scholars. This legislation was approved by the EPC and the Faculty Council. The Provost made a minor change to the language, which was signed by the President Fenves. This was returned to the EPC for confirmation which was affirmed on July 31st.

Seema Agarwala, Chair

C-5 Faculty Building Advisory Committee

Two conditions prompt a reconsideration of how the Faculty Building Advisory Committee (FBAC) can best help to advance the goals of the University with regard to its built environment.

First, the University Capital Committee, which is comprised of the President, Provost, Chief Financial Officer and other members of senior leadership, has been created to provide strategic direction and establish priorities with regard to the development of major assets—including planning, design, and construction activities for new buildings and extensive building renovations.

Second, incremental and cumulative changes to the campus and surrounding areas have resulted in a new physical context in which the University operates. The Campus Master Plan was approved in 2013 and the Campus Landscape Master Plan was approved in 2014. Both documents continue to provide critical guidance for ongoing development, but recently completed projects (such as the Engineering Education and Research building), projects under or soon to be under construction (such as the Energy Engineering Building, the graduate housing complex to the east of Interstate-35, and as the new Creekside dormitory), and active planning activities (such as the Waller Creek Framework Plan and the soon-to be launched Dell Medical School Master Plan revision) raise the need to consider an increasing number of variables with each new initiative.

The FBAC believes that given these changes, it can best serve by serving as a sounding board for early building programming considerations. Our classrooms, laboratories, and collections contribute to the ways faculty conduct their teaching and research activities. We propose being involved in the early stages of any new building project by providing a forum to discuss needs with the major stakeholders and design team. This proposition will be discussed at the FBAC's first meeting in the fall of 2018 and is offered for opinion and advice from the Campus Capital Committee and the Campus Master Plan Committee.

This proposition would modify the existing function of the FBAC:

FUNCTION: To represent the faculty, staff, and students in matters related to the [planning and] programming of campus buildings and grounds. The committee shall solicit and serve as the conduit for campus-wide faculty input into the nature and direction [of existing building] building construction and renovation initiatives and [the broader building planning process on campus and] convey those concerns to all affected stakeholders. [The committee will monitor the proposed and actual responses to these faculty concerns in the design and construction of new and significantly renovated buildings, and it shall report both the concerns and the responses to the President and periodically to the Faculty Council.] No less than annually will the committee meet separately with representatives of extant master planning and public arts

committees. A representative of the committee (generally, the Chair) shall serve on the Campus Master Planning Committee, or its equivalent. A member of the committee may, when appropriate, be appointed by the President as a voting member to a special committee created during the preparation of the preliminary plans for the erection of a particular building, to serve until the completion thereof. *(The revised function was approved by the President on December 1, 2014; D 11939-11943.⁸)*

Allan W. Shearer, Chair

C-6 International Programs and Studies Committee

The General Faculty International Programs and Studies Committee (C-6 Committee) supported diverse University of Texas at Austin (UT Austin) stakeholders seeking to improve international programs. The C-6 Committee assisted the Office of the President (OP) in its effort to enhance international programs on campus by reviewing a draft faculty survey and providing feedback on other OP initiatives. The C-6 Committee facilitated the International Office's (IO) effort to enlarge the number of UT Austin students traveling abroad. One new initiative is discussed below. The C-6 Committee supported fact-finding for several initiatives the UT Austin Student Senate to improve student experience on international programs. One initiative was to increase the number of rooms on-campus available for international students. A second initiative was to develop a list of Maymester programs that have obtained a 'flag' designation.

The C-6 Committee moved forward on two initiatives begun last year. One initiative is to create a Campus International 'Student Ambassador' program to engage students within departments to visit classes to inform students about semester-long programs abroad for which academic credit has been approved previously. Correspondence has been sent to six units at UT Austin for a test of the concept, to invite student visits to classrooms soon after the start of the 2018-19 academic year. The second initiative has been to develop materials that could be placed on a UT Austin website of information for faculty of both obligations for support of students traveling outside of the US as well as information on UT Austin services available to assist faculty in those activities. The C-6 Committee began clearance of the prose that could be included on the possible website. The prose clearance process will continue during summer 2018, with an expectation that there will be a recommendation to the Faculty Council (FC) as to specific language and a specific website early during the 2018-19 academic year.

At its final meeting on May 7, 2018, the C-6 Committee decided on the following priorities for the 2018-19 academic year:

1. Prepare for a trial of the 'Student Ambassadors' concept with willing departments. No action will be taken until FC and IO consent.
2. Prepare draft materials for a 'website insert' identifying priorities for faculty sending or taking students abroad. No action would be taken until the FC and IO consent.
3. Explore the option of increasing opportunities for incoming international students. No action would be taken until practical ideas are developed.
4. Explore with the UT Student Senate their preferences for supplemental information on international courses offered by UT Austin regarding their approval status for UT flag requirements. No action would be taken until practical ideas are developed.
5. Explore with the UT Student Senate their preferences for increasing the number of students appointed each year to the C-6 Committee. No action would be taken until practical ideas are developed.

The C-6 Committee also selected as its new Chair: Professor Melissa Murphy, Senior Lecturer, Spanish and Portuguese, email: mmurphy@austin.utexas.edu, phone: 512-232-7126.

Correspondences regarding the C-6 Committee can be sent during Summer 2018 to Professor Murphy.

As none of the other C-6 Committee members volunteered to be C-6 Vice Chair, Professor Eaton agreed to serve as Vice Chair during the 2018-19 academic year, until a replacement can be named.

David Eaton, Chair

⁸ https://wikis.utexas.edu/download/attachments/141739715/D_11939-11943.pdf?api=v2

C-7 University of Texas Libraries Committee

Given the controversy and intense interest by some faculty that developed in the 2017-18 academic year campus-wide and within the University of Texas Libraries Committee (C-7 Committee) regarding space utilization in the Fine Arts Library, the C-7 Committee Chair believes that this final report should be more complete than might usually be the case. Hence, this final report consists of a few observations by the Chair (Appendix B; page 16649), a complete set of minutes of all meetings (Appendix B; pages 16648-16659), and a final report originally written by the Libraries staff as requested by C-7 Committee on December 7 and accepted by C-7 Committee after extensive modifications after its meeting of March 5 (Appendix B; pages 16661-16667). This report documents that a \$10M annual increase is desperately needed to maintain the current quality of the University Libraries.

The Chair also notes that (Appendix B; page 16660):

Via emails and Doodle search, no time could be found for a meeting after March 12 and before April 26 at which a quorum (ten members) of C-7 Committee could meet.

Email correspondence showed that no Chair for the upcoming year could receive a quorum majority and that there was no objection to the Chair being elected at the first meeting of C-7 Committee in the 2018-19 academic year.

Email correspondence showed that there was no objection to the following resolution once the topic of a Welcome Center to be added to Perry Castaneda Library (PCL) was introduced by a C-7 Committee member:

C-7 Committee would support a major \$100-300M addition to PCL that mostly included much new space for analog and digital storage, teaching and working areas for multimedia use of both... similar to the Hunt Library that is one of the Libraries at North Carolina State University in Raleigh, NC... and perhaps 10-15% of that NEW space as a Welcoming Center.

Information about the Hunt Center can be obtained at:

<https://www.lib.ncsu.edu/huntlibrary/facts>

https://en.wikipedia.org/wiki/James_B._Hunt_Jr._Library

The Chair notes that at The University of Texas at Austin as the next generation of a 21st Century Library should focus on integrating extensive multimedia digital and analog collections.

George D. Bittner, Chair

C-8 Parking and Traffic Appeals Panel

The Parking and Traffic Appeals Panel reviews the second level of appeals of fines for enforcement of the University's parking regulations. Persons receiving parking citations may first appeal to the Parking and Traffic Services staff, and if not satisfied with its decision, may appeal to the Panel to consider their cases for reduction or dismissal of the fines.

The Panel is comprised of six review panels, with six or seven members each from the General Faculty, staff, and students. Each review panel considers five to ten appeals in two or three weeks. Panelists use their UT EIDs and passwords to access the web-based site to review the cases. Cases consist of evidence presented by Parking and Traffic Services staff and appellants. After reviewing the cases, panelists enter their votes to uphold, reduce, or dismiss the fines. The Chairperson reviews panelists' votes and comments and makes the final decision. There is no further means to appeal beyond the Panel.

This year (June 2017 to May 2018) the panel reviewed 331 appeals. The final decisions out of the committee are broken down as follows:

Appeal Denied	160 (48%)
Fine reduced	106 (32%)
Citation Dismissed	29 (9%)

Warning 36 (11%)

Professor Martin Poenie was elected Chairperson and Professor Hirofumi Tanaka was elected Vice Chairperson for 2017-18. Martin Poenie would like to thank the Parking and Traffic Services staff, particularly Paul Muscato, for prompt and tireless service to the Panel during his current tenure as Chairperson.

Martin Poenie, Chair

C-9 Transportation Policies Committee

The Transportation Policies Committee (C-9 Committee) dealt with several major issues this year. Some of these will carry over into our discussions in the future.

First, we spent much of the fall and spring gathering information about the impact of the garage waiting list policy on staff members. The Staff Council representatives on the committee alerted us to the issues and we had several discussions involving them and other members of Staff Council. We came to a resolution on this issue but were reminded that staff members often have long waits to access parking close to their work venue.

The second issue which we discussed in detail was the Sure Walk Program which has been a success. Currently, the program is funded by Parking and Transportation Services. However, the program is expensive and needs a more permanent funding source. The committee will continue to discuss funding sources and may seek advice from the Faculty Council in the future for this effort.

Third is the issue of handicapped parking on campus. The State of Texas found that some handicapped spots were not in compliance with state and federal laws. The University has been given five years to remedy this problem. Given the limited number of surface parking spaces and the campus geography, the solution may involve a major change in the University's policy. This will likely involve extensive consultations with those faculty, staff, and students who need these spaces, disability experts, and administrators.

Linda Golden was elected Chair of the committee for the 2018-19 academic year.

Patricia A. Somers, Chair

C-10 Recruitment and Retention Committee

The Recruitment and Retention Committee (C-10 Committee) has investigated what initiatives, procedures, programs, and services are in place at UT Austin that focused on recruiting and retaining underrepresented students, specifically at the graduate level. The committee met on the following dates:

- October 13, 2017
- November 17, 2017
- February 23, 2018
- April 27, 2018

We scheduled presentations about the following:

- The graduate school funding model- Dean Michael Smith
- Data on the numbers of graduate students admitted vs. actual acceptance for underrepresented students
- Student leaders about climate
- Undocumented Student Support-Dr. Teri Albrecht

These presentations have helped to inform the committee of the work being done across the campus which focus on recruitment and retention of underrepresented students. In addition, the student perspective opened our eyes to the ways in which faculty hazing of their graduate advisees and a lack of diversity at the staff level dramatically impact student success.

In culminating our year of work, the C-10 Committee, agreed that the following issues need to be addressed by the Faculty Council and the administration.

Recommendations for 2018-19

- Focus on recruitment and retention of underrepresented faculty and staff, especially graduate coordinators
- Focus efforts on increasing TA, AI, and Fellowship stipends so that we can compete with our peers for admissions and retention
- Dedicate attention to the percentage of underrepresented faculty and staff in the Colleges, Schools and Units

Nicole Guidotti-Hernandez, Chair

C-11 Research Policy Committee

Report not received.

Lalitha Gopalan, Chair

C-12 Responsibilities, Rights and Welfare of Graduate Student Academic Employees Committee

The Responsibilities, Rights and Welfare of Graduate Student Academic Employees Committee (C-12 Committee) reviewed and revised the existing Teaching Assistant and Assistant Instructor Grievance Procedures (Handbook of Operating Procedures (HOP) 9-2050 Teaching Assistant and Assistant Instructor Grievance Procedures⁹). The review of these procedures was recommended by the Associate Dean of Graduate Studies, who was concerned that the grievance procedures were not being used by graduate student employees because they were perceived to be too cumbersome and not helpful. The C-12 Committee agreed with the Associate Dean and initiated the review and revision process. During the course of review, the committee met with the University Student Ombudsperson and the University Dispute Resolution Officer, who are working together to develop an informal “mediated” dispute process for graduate students. Student employees who wish to file a grievance will be recommended to seek assistance through this informal process prior to pursuing the procedures outlined in HOP 9-2050. The grievance procedures were revised and agreed upon by the committee. The next step for the committee is to present the revised procedures to the Faculty Council in fall 2018. The Faculty Council will need to vote to endorse and adopt the revised procedures.

Alexandra Loukas and Mary Jo Worthy, Co-Chairs

C-13 Information Technology Committee

FUNCTION: To recommend to the President, and to the Chief Information Officer (CIO), 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.

The committee met seven times during the school year – in September, October, November, December, January, March, and April. The topics that we considered are listed below. Dennis Passovoy served as Chair, Angeline Close Scheinbaum served as Vice Chair and Chair Elect for 2017-18.

The committee members (their affiliation and tenure on the committee) may be found at the C-13 website.¹⁰

The committee identified the following priorities for discussion:

1. Be the voice and ears of UT Austin’s faculty (via the Faculty Council) as it pertains to technology use both in the classroom and in research
2. Create a two-way communication with the CIO’s office (i.e., assist with communications to and from our committee and the faculty council)
3. Support the relevant projects from the CIO’s IT priority list (including, but not limited to, ASMP, Workday, etc.)
4. Assist C-14 Technology-Enhanced Education Oversight Committee (C-14 committee) with best-practices research, in order for them to better implement tech into UT Austin’s classrooms
5. Other items as they emerge during the year (either from committee members or from other external

⁹ <https://policies.utexas.edu/policies/teaching-assistant-and-assistant-instructor-grievance-procedures>

¹⁰ <https://facultycouncil.utexas.edu/c13-information-technology-committee>

sources, e.g., CIO's office, Central IT Executive Commission (CITEC), IT Governance, etc.)

In our meetings we discussed all of these priorities and more:

September 13, 2017

- Welcome & introductions
- What is C-13 (and how it is different from C-14)?
 - Summary of importance of committee (re: CITEC, IT on campus, etc.)
- Initiatives left over from 2016-17 and those for the coming year
 - Last year's annual report
 - Ideas for future agendas
- Elect Chair and Vice-Chair (Dennis Passovoy and Angeline Close Scheinbaum; although we need a new Vice Chair for succession purposes)
- Set meeting schedule (second Monday of each month at 2:15pm, except January and May, in FAC 430) – hand out proposed schedule

October 9, 2017

- Welcome and introductions
- Networking on the UT Austin campus (William Green – Director of Networking and Telecommunications)
- Brief discussion about C-13 composition and function, and review cycle (two or four years)
- Elect new Vice Chair
- Other new business

November 20, 2017

- Welcome and introductions
- Input (by C-13) for the new CIO search committee
- Elect new Vice Chair
- Other new business

December 4, 2017

- Welcome and introductions
- *External Tools & Canvas and Web Conferencing Strategy* by Mario Guerra, Senior IT Manager, Project 2021 and Educational Innovation
- Short discussion about Eduroam
- Other new business

January 29, 2018

- Welcome and introductions
- *UT Libraries and Data Management Planning* by Jessica Trelogan (Data Management Coordinator – UT Libraries)
- Short discussion about Eduroam
- Short discussion about February's topic
- Other new business

March 26, 2018

- Welcome and introductions
- A presentation and discussion about the *ASMP/Workday* implementation (Dana Chapman, Associate Vice President for Administrative Systems Modernization; Leslie Saucedo, Payroll Director, and Renee Wallace, Academic Personnel Services)
- A vote on the desire to keep *Turnitin* as the recommended anti-plagiarism tool available to faculty (Mario Guerra, Senior Information Technology Manager, Project 2021 and Educational Innovation)
- Motion to move April 16 meeting to April 23 (Dennis)
- Other new business

April 23, 2018

- Welcome and introductions
- Phishing and other cyber-attacks on UT systems (Cam Beasley, Chief Information Security Officer, ISO)

- Brainstorming session on the “one big issue” this committee can work on in the fall (Dennis and Angeline)
- Other new business

Dennis Passovoy, Chair

C-14 Technology-Enhanced Education Oversight Committee

During the 2017-18 academic year, the Technology-Enhanced Education Oversight Committee (C-14 Committee) focused on two initiatives. First, the committee continued to explore the feasibility of Inclusive Access licensing with publishers to reduce the cost of textbook and course materials for students. Second, the committee researched and made recommendations for an Educational Software Review and Request process. The committee approved *ex-officio*, non-voting membership for an IT Research and Educational Technology Committee Representative and a Faculty Innovation Center Representative. The committee identified shared interests between the C-14 Committee, C-13 Committee, and IT Research Educational Technology committees and made recommendations for next year’s agenda.

Jen Moon, Chair

Appendix Aa
Faculty Welfare Committee

April 15, 2018

Executive Vice President and Provost
The University of Texas at Austin
110 Inner Campus Dr. Mail Stop G1000
Austin, TX 78712-1701

Provost McInnis,

In Fall 2017, the Faculty Council Executive Committee asked the Faculty Welfare Committee (A-5) to study how our faculty might respond to the findings of the CLASE Report. I Chair the Faculty Welfare Committee, led the study, and prepared a set of recommendations on behalf of the committee. The recommendations were presented to the Faculty Council on April 9.

In addition to the results and recommendations contained in the CLASE report, various stakeholders on campus were consulted to obtain additional recommendations for actions from the faculty body, including representatives from:

- Title IX Office
- Institute on Domestic Violence and Sexual Assault
- Student Emergency Services
- UT Police Department
- School of Social Work
- Counseling and Mental Health Center
- Voices Against Violence
- BeVocal
- Registrar's Office
- Provost's Office
- Athletics
- Office for Inclusion and Equity
- Victim's Advocate Network
- Employee Assistance Program
- Faculty Council Executive Committee

Recommendations

1. Develop comprehensive training program for graduate students

Graduate students are frequently reporting parties in Title IX cases involving faculty/staff; they are also often responding parties in cases involving undergraduate and other graduate students. Many of our graduate students are preparing for careers in academia, and it behooves us to be sure we are training the next generation of Professors and researchers to be stronger advocates and better bystanders (and, obviously, not perpetrators). A new online training module, Haven Plus, has already been implemented for use with this population. The module is not, however, currently mandatory for all graduate students to complete, and it should be.

We support the development and requirement of a comprehensive training program for all graduate students. This training should occur in multiple sessions, using multiple modalities. It should begin with Haven Plus being mandatory for all graduate students to complete at the beginning of their first year. This training program should also include mandatory, regularly scheduled, in-person workshops that do not repeat each other.

There are several examples of workshops that could either be used as is or could be adapted for use with the graduate student population. Maggie Campbell, Title IX Deputy and Education Coordinator, is tasked with

developing and offering these types of workshops; recent examples include Leading for Respect and Respect in the Workplace. Voices Against Violence offers the Theater for Dialogue program, in which participants complete a one-hour interactive workshop on issues of interpersonal violence. This format could be used for workshops on issues of harassment, interruption of oppression, and effective advocacy. The Employee Assistance Program is currently developing a workshop on the topic of healthy boundaries that will soon be offered to faculty in the College of Liberal Arts. Finally, the BeVocal bystander intervention initiative offers materials for a one-hour workshop that can be offered by any facilitator who has completed training. A possible training model for graduate students would be to identify faculty or graduate student volunteers to train and offer an adapted version of the BeVocal program.

2. Assess Title IX liaisons' impact and explore position funding

UT is currently in the process of naming and training Title IX liaisons in every school/college. The specific duties of these individuals are currently being established, and they will attend training hosted by the Title IX office and begin their work in Summer 2018. The Title IX office has defined the responsibilities of these liaisons:

- Be visible and accessible to students and employees to take Title IX reports and submit reports officially to the University.
- Be a resource to students and employees to explain Title IX related policies, and have a good understanding of institutional processes and support services for complainants, respondents, and third-parties for referrals as appropriate.
- Be a liaison for department training (be visible, available to employees) in coordination with the Title IX Office or other campus partners related to Title IX education and professional development for employee and student orientations, or as needed.
- Be a resource to the Title IX Office relating to College, departmental and academic-related navigation, and vice versa for Title IX to the Colleges, as needed.

Visibility is crucial; lack of awareness of resources is a chronic problem amongst the faculty. It is good that visibility and accessibility are emphasized in these duties. It would be a good idea to revisit these duties in Summer 2019 to ensure that the liaisons are meeting the needs of the community. If feasible, the faculty could be surveyed in 2019 in order to assess visibility and impact of the team of liaisons.

The Title IX liaisons are currently volunteers who are providing this service to the University unpaid. The issue of possibly funding these positions or providing appropriate compensation should be explored.

3. Require language in syllabi, job postings, and offer letters

One requirement for creating a well-informed population (both students and faculty) is clear and regular communication regarding all Title IX policies and obligations. We recommend that all colleges and schools publish required syllabus language regarding Title IX reporting. For example, the School of Social Work currently requires the following:

TITLE IX REPORTING. In accordance with Title IX of the Education Amendments of 1972, The University of Texas at Austin is committed to maintaining a learning environment that is free from discriminatory conduct based on gender. Faculty, instructors, agency-based field instructors, staff, and/or teaching assistants in their supervisory roles are mandated reporters of incidents of sex discrimination, sexual harassment, sexual violence, or sexual misconduct. Students who report such incidents will be informed of University resources. Incidents will be reported to the University's Title IX Coordinator and/or the Title IX Deputy for the SSW, Professor Tanya Voss. Students, faculty and staff may contact Professor Voss to report incidents or to obtain information. Further information, including student resources related to Title IX, may also be found at <http://socialwork.utexas.edu/dl/files/academic-programs/other/qrg-sexualharassment.pdf>

Several divisions on campus maintain websites with up-to-date information on victim support and reporting

procedures, and the required language could simply direct interested parties to these sites. The required language could read as follows:

Violence and harassment based on sex and gender are Civil Rights offenses subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories such as race, religion, national origin, etc.

If you or someone you know has been harassed or assaulted, you can contact Professor Liaison at liaison@austin.utexas.edu, and you can find appropriate resources here:

- Student Emergency Services, <http://deanofstudents.utexas.edu/emergency/>
- Counseling and Mental Health Center, http://www.cmhc.utexas.edu/vav/vav_sexualviolence.html
- Title IX Office, <https://titleix.utexas.edu/>

We also recommend that language be added to all job postings and offer letters that states UT's commitment to a harassment-free and inclusive workplace and informs candidates of their responsibilities as mandated reporters. For example, Athletics is currently using the following clause about mandated reporters in their postings and offer letters:

This position is designated as a Responsible Employee, pursuant to Title IX and University policy. Responsible Employees have a duty to promptly report incidents as per policy to the University Title IX Coordinator or Deputy Title IX Coordinators. Responsible Employees are not confidential reporting resources.

UT and state law require an Equal Employment Opportunity statement in all job postings. Additionally, UT is in the process of adding language indicating our commitment to a harassment-free work environment to the requirement for job ads, a move that we support. There is currently no requirement about EEO, harassment, or Title IX for job offer letters.

We recommend that UT go further in requiring language about mandated reporters in job advertisements, and that a statement of our commitment to a harassment-free workplace and a notification of the candidate's role as a mandated reporter (if applicable) be included in all offer letters. An example of job advertisement language in full could then read:

As an equal opportunity/affirmative action employer, UT Austin complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The University is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, or veteran status in employment, educational programs and activities, and admissions.

The University of Texas at Austin is committed to providing an inclusive educational environment in which all students, faculty, and staff can learn, research, create, work and thrive free from all forms of harassment, discrimination, and misconduct.

This position is designated as a Responsible Employee, pursuant to Title IX and University policy. Responsible Employees have a duty to promptly report incidents as per policy to the University Title IX Coordinator or Deputy Title IX Coordinators. Responsible Employees are not confidential reporting resources.

4. Make changes to faculty training materials/requirements

We support the development of a robust and comprehensive training program that includes compliance training, workplace incivility training, and bystander intervention training. The faculty should be involved in the development of new training materials, requirements, and incentive structures for faculty members. This

involvement could take the form of increased faculty presence on the Title IX Task Force, or the creation of some other committee or administrative body tasked with participating in the design of the new training procedures.

A truly robust training program would consist entirely of interactive, in-person training experiences.¹¹ However, with approximately 3,000 faculty members, mandatory biennial in-person training may not be reasonable. Some possible initiatives to explore:

- Requiring live training for all new faculty during summer orientation;
- Developing live training experiences based on the BeVocal peer-to-peer model or the Voices Against Violence Theater for Dialogue model;
- Incentivizing completion of required training, either with a positive incentive such as an honorarium or a negative incentive such as withholding promised merit increase pay (as occurs at University of Wisconsin – Madison);¹²
- Establishing a committee or task force to routinely evaluate the effectiveness of anti-harassment training.

5. Increase support services for faculty/staff victims, reporting parties, and responding parties

The University Ombuds office is currently available to all UT community members. Additionally, students have access to other forms of support, such as Confidential Advocates (through Student Emergency Services or the Title IX office), and CMHC. Some of these sources of support are not available to faculty and staff members, who are often reporting parties or complainants in Title IX cases and likely need or could use these types of support. We support the creation of parallel support structures that would be available to faculty and staff.

One example is Confidential Advocates. Like the Ombuds office, Confidential Advocates are not mandated reporters. However, ombudspersons are required to remain neutral in their discussions with UT community members, and CAs are permitted to provide support to a student who has been impacted by interpersonal violence. Services provided include:

- Offering a safe and confidential setting to discuss questions, concerns, and experiences regarding an incident of interpersonal violence
- Engaging in respectful, active listening and emotional support
- Providing information about students' rights and options regarding the Title IX reporting and investigation process
- Exploring academic, housing, medical, and or/ financial accommodations and remedies
- Referrals for on and off campus resources

The ombuds office currently supports our faculty and staff, and most employees carry health insurance that covers medical needs. Additionally, faculty, staff, and graduate students have access to the Employee Assistance Program, which is analogous to the Counseling and Mental Health Center and provides confidential counseling and support. Finally, the Victim's Advocate Network is another resource available to faculty and staff. The network is offered through and managed by Support Services in UTPD, and the volunteer advocates are non-mandated reporters.

Despite these resources, a physician, mental health professional, or VAN advocate cannot support or guide an employee through an investigation, does not know UT's policies and programs, may not be familiar with applicable law, and cannot help an employee secure a workplace accommodation. Confidential Advocates provide all of those services (or parallel services) to students. A Confidential Advocate position for faculty and staff could be housed in the Title IX office, which has recently hired a CA for students (other CAs are managed by Student Emergency Services).

6. Require annual reporting of report/investigation results to Faculty Council

¹¹ EEOC Select Task Force on the Study of Harassment in the Workplace, https://www.eeoc.gov/eeoc/task_force/harassment/report.cfm

¹² <https://compliance.wisc.edu/titleix/employee-training/>

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In order to maximize faculty trust and confidence in UT's reporting process and in order to increase the rate of reporting, there should be open channels of communication between the Title IX office, the Office for Inclusion and Equity, and the faculty. To that end, we request that OIE aggregate results of reports and investigations and submit an annual report to the Faculty Grievance Committee (A-4) and to all Title IX Liaisons. This report should not contain identify individuals, nor should it be made public, as the Title IX office already publishes an impact report.

Sincerely,

A handwritten signature in black ink, appearing to read 'A Hager', with a long horizontal flourish extending to the right.

Amanda Hager
Lecturer, Department of Mathematics
Chair, A-5 Faculty Welfare Committee, Faculty Council

cc: Steve Hoelscher
Debbie Roberts

Appendix B
University of Texas Libraries Committee

MINUTES

University of Texas Libraries Committee

September 11, 2017 / 2:15 p.m.

MAI 212

Present: Miroslava Benes, George Bittner, Jorge Canizarez, Warren Hunt, Julia Mickenberg, Vinicio Sinta.

Also attending: Doug Barnett.

Committee Chair George Bittner began the meeting by outlining a proposed meeting schedule for the fall semester:

- Early October meeting to review committee charge, elect Vice Chair, discuss potential issues for the year, and have an initial discussion of baseline data about the Libraries.
- Late October meeting devoted to an in-depth exploration of the baseline data.
- November meeting (pre-Thanksgiving) for initial discussions on committee recommendations to Faculty Council
- December meeting to decide on committee recommendations and timeline for delivering.

In addition to identifying recommendations to take to the Faculty Council, committee meetings can be used to address additional matters of interest such as the ongoing conversations about Digital Humanities, the status of the Nettie Lee Benson Latin American Collection, and others that committee members might care to identify.

As soon as committee members have responded to the October meeting Doodle Poll, we will set the next meeting.

MINUTES

University of Texas Libraries Committee

October 30, 2017 / 2:00 p.m. – 3:30 p.m.

PCL 3.200

Present: Miroslava Benes, George Bittner, Jorge Canizarez, Lorraine Haricombe, Warren Hunt, Julia Mickenberg, Sara Sweitzer, Vinicio Sinta, Michael Winship.

Also attending: Doug Barnett, Chris Carter, Jim Dougherty, Catherine Hamer, Jennifer Lee, Krystal Wyatt-Baxter.

1. Distribution of minutes from 09 September 2017 meeting
 - George Bittner called the committee's attention to draft minutes for the 9 September, and the minutes were approved as presented.
2. Fine Arts Library update
 - Lorraine Haricombe presented an update on current discussions regarding the Fine Arts Library (FAL).
 - She noted that no decisions have been made about the future disposition of the collection currently housed in FAL, nor about the use of the space in the library.
 - Doug Dempster, Dean of the College of Fine Arts (CoFA), will appoint two task forces to look into options:
 - One will explore and evaluate the alternatives to having the Fine Arts collection on the fifth floor of DFA—in part or whole—and will explore the drawbacks and advantages of those alternatives.. This task force will be led by UT Libraries and will include CoFA faculty and student representation in addition to librarians.
 - The second will consider a) what facilities CoFA's new programs need and b) what spaces in the College of Fine Arts, throughout all the buildings and facilities in every department and school, could accommodate these expanding programs. All current spaces throughout the College of Fine Arts facilities will be considered, including the Doty Fine Arts Building.
 - Lorraine is working with Dean Dempster to finalize the charge and membership of the FAL task force. We anticipate both task forces will be launched before or soon after the Thanksgiving holiday break, with a probable target date of early April for submission of their reports.
 - Information about the current discussion is available at: <http://finearts.utexas.edu/futureFAL>.

- Once the reports are in hand, Lorraine and Dean Dempster will work with the Provost to identify the best solution for the University with the goal of having a decision in place by early June.
- Discussion then turned to question and answer with the committee:
 - The FAL collection is used by many faculty in related disciplines beyond the CoFA departments (History, American Studies, and Undergraduate Studies are examples). How much of the collection could be housed elsewhere on campus? [Julia Mickenburg]

There are other housing options available on campus. That is one of the considerations that the FAL task force will investigate and evaluate.

- Is there a broad, general policy which UT Libraries uses to decide what is the core collection that needs to remain on campus. [Miroslava Benes]

Yes, but the approach is based less on establishing numerical parameters than on identifying the right kind of access to the right kind of materials. It is a fluid appraisal process that varies by discipline.

- Committee members noted that there appeared to be a divergence of emphasis among CoFA faculty between research scholars and practitioners. Research scholars are concerned both about access to necessary research materials and about potential negative impacts that reduced impact could exert on the college's competitive standing. Very important that the University remain competitive at the research level with the library as a research location. [JM, MB]

Haricombe noted that that was a core dimension of what UT Libraries works to accomplish every day. The key question is how we (the University and the UT Libraries) best do this for the library of the future.

- It was noted that the CoFA Student Council planned to hold an open Town Hall regarding FAL on November 9th, and that some committee members may attend and report back. [GB / JM, MB]
- It was also noted that space considerations and on campus access to library collections vs. off-site storage and retrieval, were issues of concern across campus. The committee may want to consider taking this up as a campus issue, rather than a college by college discussion. [GB]
- The question was raised as to whether UT Libraries had a general procedure for making decisions about the allocation of space within campus libraries. [Michael Winship]

Decisions are generally made on a collaborative basis with the relevant college Dean; this question will be looked at with regard to FAL by the second task force; it is also a viable question for campus as a whole.

- It was noted that there were at least two questions in play with the FAL discussion: 1) storage considerations and 2) space allocation. It was suggested that space allocation decisions that affected research access to collections was a decision that had campus wide effects and was therefore relevant to UT Libraries Committee decisions. (Jorge Canizares, JM, MB)

A countervailing opinion suggested that such decisions were primarily a matter for discussion and decision by the relevant college, in coordination with the UT Libraries. [GB]

It was noted that in recent decisions made about the chemistry library and the engineering library, the committee was generally briefed on proposed changes and had an opportunity to discuss them. [WH]

- The suggestion was made that a future committee meeting be held in the FAL. [MW]

3. The committee then turned to discussion of a proposed report to the Faculty Council (FC). Points noted included:

- The purpose of the report will be to report on the current status of UT Libraries, and bring recommendations to the FC for increasing resources for the libraries, with a goal of having the FC vote on the recommendations. [GB, JC]
- Potential topics of discussion could include access to collections, both on and off-campus as well as analog vs. digital.
- It was noted that the committee will need to look at a variety of data to produce such a report, including:
 - Impact of inflation on library collections, both in terms of relative purchasing power and in terms of budget driven collection reductions;
 - Library expenditures, per year, in comparison to peer institutions;
 - Expenditures per student per year, as a function of the general library budget, in comparison to peer institutions;
 - Comparative costs of off-site vs. on-campus storage, including retrieval costs;
 - Best practices and costs related to digital content and off-site storage facilities;
 - Costs of Interlibrary Loan.

- Considerations for the committee to discuss in preparing the report include:
 - Case statements for how any increase in funding for UT Libraries would be used and what impacts would be expected;
 - Identifiable costs (negative impacts) for the University that can be attributed to declining UTL resources;
 - How to structure collections budget in a few easy to understand categories.
 - How to successfully incorporate library fundraising priorities in the upcoming capital campaign.

The committee adjourned at 3:30pm; next meeting is scheduled for 2:00-3:00pm on Nov. 20th

MINUTES

University of Texas Libraries Committee

November 20, 2017 / 2:00 p.m. – 3:00 p.m.

PCL 3.200

1. Distribution of minutes from October 30, 2017 meeting

George Bittner opened the meeting by calling the committee's attention to draft minutes from the October 30 meeting and asking for corrections. Revisions were offered by Warren Hunt, Michael Winship, and Jorge Canizares to be incorporated into the final minutes.

With those changes incorporated, the minutes were approved unanimously.

2. Review of new UTL data

As preface to discussion of additional UT Libraries data, Bittner outlined proposed next steps for determining what to include in the proposed Faculty Council report and how best to present the information. As a starting point for discussion, Bittner suggested 4-8 main points with approximately 5-10 supporting graphs, charts, and tables. Next steps would include:

- Formation of a subcommittee to meet the week of Nov 27 – Dec 1 in order to develop a preliminary report outline.
 - In response to a call for volunteers, Benes and Handman indicated they could meet at 12:30pm on Nov. 27; Hunt is traveling but will join by phone if able.
- Review of the outline at the Dec. 4 meeting

Bittner then called on Chris Carter to review three additional sets of data prepared for the committee:

- Updated budget comparisons with peer institutions that show comparative data on “general” library budget levels (excluding special collections and health centers/medical schools).
- Updated UT Libraries budget figures over time, with adjustments for inflation.
- Comparative cost figures for on-campus open-shelf storage of library collections vs. off-site remote storage.

Committee discussion touched on several points:

- Why has the gap in expenditures between Texas A&M Libraries and UT Libraries closed substantially over the past 10 years?

[Increased funding allocations at the Texas A&M campus level]

- Per student budget allocation may be the most useful chart from the institutional comparison data (Tableau Dashboard).
- For purpose of comparison with peer institutions, committee recommends removing Harvard, Arizona State, and adding some institutions from the institutional comparison list UT uses, such as University of Washington and University of Wisconsin.
 - UTL staff will research UT comparison lists, evaluate in terms of peer research libraries and revise data.
- With regard to graphs showing the impact of inflation, it was suggested that:
 - the data might be more effective if presented as actual dollars vs. inflation adjusted dollars;
 - the data might be more effective if presented as line charts showing the cumulative gap between actual dollars and inflation adjusted dollars.
 - Chris Carter will revise graphs accordingly and will graph on both 10 year and 20 year timelines.

3. Discussion of topics for Faculty Council report

Bittner then called on Lorraine Haricombe for comments about topics for the committee to consider as they began work on the report. Haricombe noted that in addition to the significant issues the committee has

identified, she would encourage them to look at factors rapidly changing research libraries will need to address in the near future, including:

- Transforming 20th century library spaces to meet evolving research, teaching, and learning practices;
- Expanding librarian skill sets and services to address changing research and data needs in digital environments;
- Identifying creative and sustainable solutions to the escalating cost factors associated with access to digital scholarship.

Benes asked if there were cogent publications the committee might review to facilitate that discussion; Courtney Handman asked for examples of institutions that were challenging the pricing practices of large commercial publishers.

- Haricombe will forward selected references to the committee.

The committee adjourned at 3:10pm. Next committee meeting is scheduled for Monday, Dec. 4, from 2:00pm-3:00pm in PCL 3.200.

OUTLINE

UT Libraries Committee Report to Faculty Council

First draft notes from 11/27 subcommittee meeting

Structure of report: 8-15 pages, 5-10 illustrations, organized according to a Billy Sunday hour-long sermon as modified by Mark Twain. That is:

BS: First you tells 'em what you're gonna tell 'em, then you tells 'em, then you tells 'em what you told 'em.

MT: No sinner was ever saved after the first 15 minutes.

Brief summary of the report and its rationale for Faculty Council: What funding, personnel, infrastructure is needed to maintain and enhance a library of international importance at UTA in the 21st century given that UTA will announce a large Capital Campaign Initiative late this Spring or early Summer? Present report to Faculty Council at their March meeting (FC meets once in early February, March, and April).

Three-part basic structure organized around three questions:

- What do we want to ask for in the way of increased funding?
- What objectives/purposes will the increased funding support?
- What is the rationale for investing in the identified objectives?

What amount and type of funding increase is needed? How do we document? What graphs do we show? What specific examples from UT departments or faculty do we present?

- Permanent increase to the base budget (currently, \$27,353,711)
 - 10% increase to the base would require an infusion of approximately \$2.7 million bringing the UTL base budget to a little over \$30 million.
- Recurring 6-8% increases in the Information Resources (collections) portion of the budget.

What objectives/purposes will the increased funding support?

- Increased funding for Information Resources Budget in order to:
 - Maintain core database, journal, and monograph collections in the face of steady inflationary cost pressures
 - Develop and support alternative collection building strategies, especially in the digital domains (open access publishing, open educational resources, content and data repositories, collaborative collection development)
 - Refine and expand targeted investments in collections of distinction that support UT research priorities (e.g., Benson Latin American Collection)
 - Improve and expand digital discovery tools to dramatically improve the online discovery and access process.
- Continued investment in transformation of library spaces in order to:

- Provide students and faculty with teaching and learning spaces that incorporate changing pedagogical practices;
- Provide researchers with modern research spaces that bring together digital content, tools and expertise in a collaborative environment that fosters a community of cross-disciplinary research and discovery
- Enable the University to maximize the productive value of core campus spaces for UT Libraries purposes, meanwhile maintaining spaces sufficient for traditional library usage of print collections and a meaningful balance between spatial transformations for new pedagogical and research practices and those of a more traditional type.
- Increased personnel funding in order to:
 - Recruit domain expertise in new and emerging skillset areas (e.g., geographical information systems (GIS), instructional design (ID), data management, etc.)
 - Provide professional development opportunities to retrain and retool current librarians to meet new needs and better meet current needs

Observations/thoughts on report strategy and organization

- May be useful to include an early section describing the varied roles of the 21st century research library.
- Need to consider how to incorporate data and examples of changing student needs of the libraries.
- Might be useful to recruit some faculty voices describing the role the library plays in their research and teaching.
- Need to include examples that describe the 21st century library (particularly its need for new spaces) in ways that faculty across a variety of disciplines can readily grasp.

MINUTES

University of Texas Libraries Committee
 December 4, 2017 / 2:00 p.m. – 3:00 p.m.
 PCL 3.200

ATTENDING: Miroslava Benes, George Bittner, Lorraine Haricombe, Stephanie Lopez, Julia Mickenburg, Sinta Morales, Sara Sweitzer, Michael Winship. Also attending: Doug Barnett, Chris Carter, Catherine Hamer, Jennifer Lee, Lexie Thompson-Young.

1. Update on Fine Arts Library

Lorraine Haricombe reported that she had met with Doug Dempster to discuss the Fine Arts Library Task Force. Selection of the task force members and development of a charge for the group is underway, with an announcement expected before the winter holiday break. The task force will be chaired by a librarian; membership will include 4 librarians, 2 faculty members from the College of Fine Arts (CoFA) and 2 CoFA students.

It was noted during discussion that the task force faculty members needed to represent both research and performance backgrounds.

[Haricombe left following the discussion to join another meeting.]

2. Review of minutes from 20 November 2017 meeting

The minutes were approved as presented with one abstention.

3. Discussion of draft outline for Faculty Council report

Bittner opened discussion by reviewing previous committee discussion about presenting a report to the Faculty Council with recommendations for increased support for library needs in the 21st century, and recommended that the committee take up that task with March 19th as a likely Faculty Council appearance date.

Committee discussion surfaced two concerns about the proposed report:

- Concerns about the lack of information to date about intended use for increased resources and the nature of library priorities, particularly in light of current discussions about the Fine Arts Library; and
- Concerns about the lack of information about the relative need for increased library funding and intended uses for that funding, in an economic climate where requesting a large increase in funding could be seen as reallocating scarce resources away from core academic needs.

Bittner acknowledged the concerns and called for a vote on the recommendation to submit a report to the

Faculty Council. The committee agreed to the recommendation with Mickenburg and Winship abstaining.

Discussion then turned to a draft outline for the report distributed in advance of the meeting, with a number of points being made:

- Data provided by UTL staff depicting the gap between information resource budget allocations and the inflationary costs of information resources (especially electronic serials and database subscriptions) present a compelling case for increased funding. This example might be improved by:
 - Using color shading to highlight the gap representing lost purchasing power.
- Concern was expressed that a bigger picture of balancing the need for increased access to digital content did not obscure the continuing need for acquisition and use of traditional print resources.
 - Closure of the PCL reference room and incorporation of the reference collection in to the general stacks was noted as a problematic example.
 - The committee asked for information on expressed preferences for digital versus analog content sources.
- The committee also asked for more information from UT Libraries about the rationale/need for different resources and services in the 21st century library.
 - For example, is it a necessary part of the libraries' mission to allocate space and resources to teaching and, if so, how much more is needed beyond the restructures spaces and services already offered in PCL? It would be helpful to have specific examples to support any arguments made on this and other issues.
 - A concern was also raised about the impact of supporting efforts in this area if it come as the expense of the core need for maintaining collections of scholarly resources.
- In response to this discussion, the suggestion was made that it might be more productive for Lorraine and libraries staff to draft a report outlining the rationale for expanded library operations in the 21st century and the overall funding support needed, that the committee might then take up.
- Bittner responded that he thought it was the responsibility of the committee to shape what is ultimately taken to the Faculty Council, and suggested the following compromise approach:
 - Committee members mark up the current draft outline with any questions, concerns, and suggestions they want to address and forward those to George and Doug Barnett as soon as possible before the Christmas Holidays.
 - UT Libraries staff will compile the comments, and incorporate them in a draft report that also outlines the Libraries Staff's data and rationale for a 21st century research library, including the priority objectives and necessary resources.
 - UTL staff will complete the draft by Jan. 10th. The Faculty Council report subcommittee will then meet at noon on Jan. 12th to review/revise that report for further discussion by the entire UT Libraries committee at the scheduled Jan. 29th meeting. All members of the UT Libraries committee are invited to participate in the Jan. 12th review.

The meeting adjourned at 3:07pm.

NOTES/Minutes

UT Libraries Committee, Faculty Council report subcommittee

January 12, 2018

12:00PM – 2:00PM / PCL 3.200

ATTENDING: Mirka Benes (MB), George Bittner (GB), Lorraine Haricombe (LH), Warren Hunt (WH). Also: Doug Barnett (DB), Jennifer Lee (JL).

GB: Thanks to Lorraine, Doug and members of the Libraries executive team for preparing the draft report as requested. It is appropriate that the draft be in the voice of the committee as it is ultimately for the committee's use.

This morning's email from Warren Hunt does an excellent job of conveying what I think we are looking for: a report from the committee to be submitted by mid-March to the Faculty Council (FC), and perhaps to the

Provost, recommending how increased funding could be used to better maintain current Libraries collections and services and, in terms Warren put forward, what further big vision requests the committee might put forward for consideration in the upcoming capital campaign, which is an important opportunity that the Libraries needs to fully exploit.

With regard to committee emails this week in response to our first drafts, I do not think it is the role of this committee to make specific recommendations about branch libraries on campus; that seems more appropriately addressed as a discussion between the Dean of a college and the libraries. The UTL committee (C7) should make general recommendations about libraries on campus, and perhaps PCL specifically given that it serves as the flagship library for campus. The needs of individual colleges (e.g., CoFA re: FAL) are not necessarily what other colleges need and should not determine campus wide priorities any more than the priorities of the Engineering School for its library in the new Engineering building were seen as prescriptive for campus.

With regard to the two drafts circulated this week, I think the second draft allows the committee to make a recommendation about maintaining current facilities as well as new facilities that might not otherwise be obtained. The new facilities might be more oriented toward the sort of objectives referenced by the very highly regarded Hunt Library at North Carolina State University, but this should not be understood as disadvantaging the maintenance of current collections. That said, it does seem that the University administration has already made the decision to locate some portion of our collections offsite (LSF at the Pickle Campus) and that trend is not likely to reverse. I realize this may not be what everyone would like to hear.

LH: Agrees that the libraries was tasked with drafting the report for the committee, including a request for Lorraine's perspective on the future of the libraries. We have not gone to as far with the future possibilities as Warren suggests in his 1/12 email, but we have tried to give you a sense of the degree to which we are already in that space and the possibilities that we could pursue. Some of the comments received by email this week do seem to be influenced by the current FAL discussion. It is important to note that not all renovation of space involves removing books. For, example the Learning Commons on the second floor of PCL largely involved repurposing staff office space. The Collaborative Commons on the 5th floor of PCL, significantly improved the usability of the space for students without affecting stack space.

Our vision for the future of UT Library involves a highly curated print collection, which is simply a continuation of ongoing work for the Libraries; we have been doing it for decades, as do all of our peer institutions. In fact, it is the case that in most research libraries the 20/80 rule is loosely followed; the 20% (or so) of the collection that is most heavily used is kept close at hand and the rest is kept at a distance for retrieval as needed. This is a standard practice across our peer institutions. My vision statement was intended to broaden the scope of the committee's discussion. I have talked with the Provost about launching a campus wide task force and have seen the need for this for some time.

With regard to the draft text prepared by the executive team, we have always assumed the committee would put this in their words own before moving forward. I understand that different disciplines have different needs, and understand that we cannot have a one size fits all solution. In the process, UT Libraries has to stay true to our core mission – connecting users with content. Members of this committee probably have a better sense of what the libraries do than most faculty.

MB: Agrees with Lorraine's argument about expanding scope of committee's discussion. I work with traditional print materials but also work with a variety of digital resources, and appreciates both. I note that, to date, the views expressed by committee members have largely come from faculty in the humanities. How do we incorporate those concerns so that range of committee perspectives expressed in the report balance in a reflective way? I agree that the library has to be many different things; hence the difficulty. How would we go about incorporating multiple perspectives? How do we reconcile multiple versions of the report?

GB: I think it's a matter of how those views are incorporated. Are they incorporated as a general recommendation that UTL work with disciplines on campus to maintain the presence and preservation of traditional collections. If so, that seems fine. If it requires making recommendations about how to deal with a specific library such as FAL, that does not seem appropriate.

MB: Does our use of 1, 2, 3 need to be consistently aligned throughout the report? As I read reports such as this, I find it easier to follow arguments if numbering or labeling conventions are used consistently throughout

report. That is the case in our report with recommendations in the executive summary and in the conclusion, but the items enumerated in the middle section do not track with the recommendation numbers. Would it be possible to align them more closely?

GB: Does it matter about the order? Hesitant to get into the weeds about how to write the report in the absence of a discussion of what should be in the report and, in particular, Warren's suggestion that it should start with a large, compelling ask/pitch. In general, I have not understood the recommendation numbers as representing a rank ordering of priorities.

WH: We need to decide for whom the report is written. We need to use language that is effective with the sort of people who are in a position to connect us with millions of dollars (donors, venture capital, etc.). Assume, for example, that we want to build a 95% digital library (just for arguments sake); we need to have the language to sell this concept to the necessary people. It would be helpful for the Provost or whomever is appropriate to talk with the committee about their priorities for the capital campaign so we could address those priorities in the campaign. The Libraries proposal needs to be exciting and compelling. What is it on campus that collections, information, etc. could better support and enhance? The faculty and the libraries together probably need to say this better.

LH: Thanks! That is just what I need from the committee. High level ideas of what the faculty need and how the libraries can/does support it. We need specific examples of what you, the faculty, need from the libraries in order to do your work and advance excellence. We are already working with Central Development to understand better how to present these stories.

GB: Agreed, but how do we get this done before the next committee meeting on 1/29?

DB/JL: How do we align the big picture language with the sort of reporting necessary for a Faculty Council report?

WH/MB/GB: We need to address both – FC and external audiences, but probably with separate reports.

DB/JL: Is the committee comfortable with this level approach?

MB: We can aim for the stars and still address immediate concerns as we discuss matters in the committee and with the FC.

WH/MB: It might be helpful to include pictures or images to help tell the story.

LH: That seems to be more geared to a campus wide task force report to the Admin/Development office.

WH: Hopes Lorraine can convince the committee to get behind increased support for more support for research, publishing, etc. The current draft is probably close to finished as a product for the FC.

MB: The report provides a good base but needs some tweaking; needs a bit more to pitch recommendations at a higher level; perhaps a better first few paragraphs and then a better pitch later in the report.

WH: Look for example at pp. 8-9 of report; the lead words in most paragraphs are not sufficiently ambitious/dynamic (maintain, provide, increase, support, etc.). Need stronger words. **LH:** Agreed; committee input is welcome.

LH: Next steps?

GB: Send notes from this meeting to the committee at large. Draft and circulate a revised report addressing committee emails in context of today's discussion, circulate in advance of 1/29 meeting. I will alert committee of need for input/discussion at the 1/29 meeting.

JL/LH: Once we have committee consensus, should we reach out to FC Co-Chairs with preview of what the

committee is asking for?

GB/MB: Yes.

MB: Suggests looking at FC archives for examples.

MINUTES

University of Texas Libraries Committee

February 12, 2018/ 2:00 p.m.

PCL 3.200

Attending: Mirka Benes (by phone), George Bittner, Lorraine Haricombe, Warren Hunt, Julia Mickenberg (by phone), Vinicio Sinta Morales (by phone), Sara Sweizer, Michael Winship. Note: Mickenberg left the meeting at 2:30 due to differences in time zone (France).

Also attending: Doug Barnett, Chris Carter, Catherine Hamer, Jennifer Lee.

George Bittner called the meeting to order, and called the committee's attention to the draft minutes from the January 29th meeting. After review, Michael Winship moved for approval of the minutes, and Sara Sweitzer seconded the motion. Minutes were approved unanimously.

Bittner then called on Lorraine Haricombe for an update of the Fine Arts Library (FAL) Task Force. Haricombe reported that the FAL task force is meeting weekly on Monday afternoons; one student member resigned for personal reasons (she is a graduating senior); the task force has asked the Grace Zhang, President of the Fine Arts Council to recommend another student. In the meantime, the task force is moving ahead and is on schedule to deliver a report to Haricombe, College of Fine Arts (CoFA) Dean Doug Dempster, and Provost McInnis by April 2nd. The committee then engaged Haricombe in discussion:

- Julia Mickenberg: Is the 5th floor of the Doty Fine Arts building (DFA) the only floor of FAL with book stacks on it?
- Haricombe: yes.
- Michael Winship: Is it true that we (UT Austin) no longer own books sent to the Joint Library Facility (JLF) for storage and preservation?
- Haricombe: No, but when we put books in JLF we are bound by the agreement that governs the use of materials stored at JLF. As all participating members are eligible to use the materials in JLF, the contributed materials must remain available from JLF and we can no longer bring materials back to UT Austin on a permanent basis. We can, however, bring them back for use on campus for a temporary period.
- Mickenberg: Was Richard Schiff's letter regarding FAL shared with the FAL task force, and what is Haricombe's opinion of the letter? Haricombe: the letter has been shared with the task force; she finds it the most articulate communication to date regarding.
- Mickenberg: Schiff's point about delivery time seems on the mark; also his point about circulation data missing the number of materials used on site without being checked out.
- Mirka Benes: the discussion of curation of materials speaks to the need for consensus on campus regarding decisions about location/access, something to keep in mind both in this report and in any campus wide task force.
- Haricombe: It is clear that the curation of materials in FAL is an issue of some contention among faculty members in CoFA and elsewhere at UT. She hopes that the committee can come to a consensus on the report prepared by UTL staff and move forward with the business of the committee. In the meantime, she asked that the following statement be read into the minutes of the committee meeting:

One recurring issue in committee discussions that is addressed only indirectly in the UTL prepared report is the current campus discussion about the location of the Fine Arts Library. We have tried to articulate on several occasions that UT Libraries does not tell college Deans or University administrators what they must do with the building spaces they control. We do provide data, analysis and advice with regard to those decisions. We have done that with regard to FAL and we are currently leading a task force to identify in detail the pros and cons of multiple approaches to housing the FAL collection. At the end of the day, however, the Dean of the College of Fine Arts will decide whether or not to continue housing the collection in DFA. Whatever the decision, UT Libraries will provide the most effective and responsible housing possible for the FAL collection, contingent on

the resources made available by the University.

Bittner then asked the committee to take up the latest draft report prepared by UTL staff with the hope that the committee can agree on a path forward. He reminded the committee that the purpose of the discussion was to review the latest draft, discuss member questions/concerns, and then discuss next steps. With regard to deciding on next steps, Bittner reminded committee members of his previously expressed opinion that any decision about next steps with the report needed to be made after a full discussion of the current draft, which might well be revised in light of today's discussion. Committee discussion proceeded as follows:

- Benes thanked the UTL team for their work on the report, and for the effort to incorporate multiple voices. She asked if there were a need to add text that would help “frame” the genesis of the report? Should there be, for example, a clear statement about the authorship of the report? And, what then does the committee do with the report? Should the committee prepare its own document forwarding the report to Faculty Council? If so, should the recommendations at the end of the UTL report be included in the committee transmittal document?
- Warren Hunt noted that the recommendations are from the Libraries.
- Benes/Mickenberg: does there need to be something written in the voice of the committee?
- Bittner stated that he understood the committee to have asked for the report so they could put it in their words and pass along.
- Winship stated that his understanding was that the committee asked for a report that it could review and decide whether or not to endorse and forward to Faculty Council.
- Benes stated that was, in fact, her question as well – should the committee forward the report with its endorsement?
- Winship noted that he would be uncomfortable having the report presented in the voice of the committee, but is happy to send it forward to Faculty Council with the committee's endorsement.
- Bittner stated that he sees no problem with the committee sending the report forward as a document prepared by UTL staff at with the committee's request, with the endorsement of the C7 committee.
- Benes noted agreement with that approach and suggested the committee now discuss any substantive questions or differences with the UTL report, and how those might be addressed.
- Mickenberg noted that she would have to leave the call in few minutes but wanted to point out that she had raised a number of concerns in a recent email. She would prefer that the report not go forward in voice of committee. Personally, she supports some of portions of the report, such as the need for increased funding for the libraries, but is not prepared to endorse the current report because of questions about the UTL vision for libraries. [Mickenberg then left the meeting.]
- Benes asked it might be possible to address the voice of the report by developing text stating the C7 committee is forwarding to the Faculty Council a report prepared by UTL senior staff at the request of the committee and that while the committee does not endorse all recommendations in the report, the committee does support the recommendation for increased library funding.
- Sara Sweitzer noted that parsing support language in such a fashion might compromise the effectiveness of making a recommendation.
- Hunt expressed a concern that the committee would never reach unanimous agreement on details of libraries operations due to the differences in the practice of scholarly research among disciplines. He suggested that if the committee could reach agreement on moving the report forward, other people down the line of the review and approval process would be able to make changes before anything is implemented.
- Benes suggested making clear that the document is a work in progress in terms of discussing the future of libraries on campus and suggested leaving the document and its framing language fluid pending scheduled discussion with the Faculty Council Executive Committee.
- Bittner stated a preference for the committee coming to agreement about endorsing the report before meeting with the Faculty Council Executive Committee.
- Winship noted that he thinks the most important recommendation is for a campus wide task force in order to give better articulation to UTL needs.
- Hunt suggested the committee report would be important tool toward that end.
- Winship commented that the report reflects UTL vision, with committee input. He recommended the committee should send the report to FC as representing the Libraries' vision and encourage the University to act on its recommendations, both with regard to funding and especially with regard to conducting a

- campus wide discussion about the place of the libraries on campus.
- Hunt indicated he thinks the document does a good job toward that point.
 - Benes agreed with the comments and noted that one of the objectives of the proposed campus wide task force could be to develop campus consensus. She asked if the report could be revised to include additional mentions in the report about the task force working toward consensus on campus?
 - Bittner asked if the committee did not intend to use the UTL report as the basis for a committee report, why then did the committee ask UTL staff to prepare the report?
 - Winship answered that he recalled recommending that the committee ask UTL staff to prepare a report succinctly describing library needs for the committee to consider endorsing.
 - Haricombe stated she believes that is what the UTL staff have done. She also noted that the views expressed in the report reflect consensus views she is encountering among ARL (Association of Research Library) directors across the country. The report and its vision were not developed in a vacuum.
 - Bittner added that his intent was also to position the committee to present a report to FC by mid-March in order to for the UTL be in a position to aggressively leverage the upcoming capital campaign.
 - Sweitzer indicated she thought the intent was to document the need for increased UTL funding. She thinks the report does this well; she is happy with the report. When money comes in, that will be the time to argue about uses.
 - Benes agree and recommends that the report include additional mentions about task force role in building consensus.
 - Hunt suggests thinking of it as an evolving document.
 - Benes agreed and asked that a statement to that effect be added to the report.
 - Winship noted that he is happy with the report, but it's the libraries report not the committee's.
 - Hunt moved that the committee forward a revised report, incorporating the changes noted above, to the Faculty Council as a report prepared by UTL staff and endorsed by the C7 committee.
 - Benes seconded the motion.
 - Bittner asked for a sense of the committee on the motion; all members present (Benes, Bittner, Hunt, Morales, Sweitzer, Winship) indicated agreement with the motion. [We note that Mickenberg indicated she was not prepared to endorse the report prior to leaving the meeting – p.3, para. 7.]
 - Bittner asked Hunt to begin preparing thoughts for a Faculty Council presentation. He asked Benes to talk with him about their scheduled meeting with Faculty Council Executive Committee.

Hunt then asked the committee to consider something, now that 90% of the UTL information resources budget is used for digital content. Comparing a print volume of Sherlock Holmes with a computer hard drive he noted that the hard drive could hold 47 million versions of it. He expressed hope that future committees will consider in more detail what it means to be a digital library. New data is coming the libraries in ways that will swamp the former volume of analog data and he hopes the libraries is preparing for that future.

Bittner adjourned the meeting at 3:02PM.

MINUTES

University of Texas Libraries Committee

March 5, 2018 / 2:00 p.m.

PCL 3.200

Present: Miroslava Benes, George Bittner, Courtney Handman, Warren Hunt, (Julia Mickenberg and Sinta Morales by conference call telephone), Michael Winship.

Also attending: Doug Barnett.

Minutes of meeting of 2/12/2018 distributed. Latest version 4.2 of ongoing (living) Committee Report distributed electronically with revisions on pages 3 and 5.

Agenda for meeting distributed:

Agenda for meeting of 3/5/2018

1. Review of minutes of meeting of February 12 (see previous email)
2. Consider further Revisions to living report of C-7 Committee to the Faculty Council, Provost and President prepared by UTL staff and endorsed by the C7 committee present and voting on 2/12/2018.

Item #1. Minutes of the last meeting on February 12 accepted with change that heading be entitled “Minutes” rather than “Agenda”

Agreement by all present that Agenda Item #2 include a discussion of a statement to the Faculty Council on the Fine Arts Library (FAL), as requested by Dr. Mickenberg.

Extended discussion of FAL, request by Faculty Council Chair for a statement from the University of Texas Libraries Committee (ULC aka C-7), and several versions of such a statement. The final version of such a statement unanimously agreed upon at about 2:55 by all attending to be presented to the FC on 3.19.2018 by Dr. Bittner, Chair of ULC was as follows:

“ The C7 Libraries Committee protests the removal of books, journals, media, and other materials from the Fine Arts Library and shares many of the concerns expressed by members of the COFA community against the removal of materials and the repurposing of space in the Fine Arts Library without real consultation of the faculty.”

Agreement that living report version 4.2 will take some time for ULC members to read and send in any further revisions to Doug Barnett. Request to present a ULC final report to the FC at their 3/19 meeting was withdrawn by Dr. Bittner as report is not yet final. This living report is not a report by the C-7 committee, but rather a report written by Dr. Haricombe and the Library Staff at the request of C-7. ULC should wait for the report of the FAL task force and try to meet again thereafter after a Doodle poll to see who would be available and willing to meet.

Meeting adjourned at 3:05. Many members stayed for another 15 minutes for to further discuss FAL problems

Via emails and Doodle search, no time could be found for a meeting after March 12, 2018 and before April 26, 2018 at which a quorum (10 members) of C-7 could meet.

Email correspondence showed that no Chair for the upcoming year could receive 10 votes and that there was no objection to the Chair being elected at the first meeting of C-7 in the 2018-19 academic year.

Email correspondence showed that there was no objection to the following resolution once the topic of a Welcome Center to be added to PCL was introduced by a C-7 member:

C-7 would support a major \$100-300M addition to PCL that mostly included much new space for analog and digital storage, teaching and working areas for multimedia use of both... similar to the Hunt Library that is one of the Libraries at North Carolina State University in Raleigh, NC... and perhaps 10-15% of that NEW space as a Welcoming Center.

Information about the Hunt Center can be obtained at:

<https://www.lib.ncsu.edu/huntlibrary/facts>

https://en.wikipedia.org/wiki/James_B._Hunt_Jr._Library

A 21st Century Library for The University of Texas

A Report Prepared for the University of Texas Libraries Committee (C7)

Lorraine j haricombe

March 1, 2018

This report was developed by the University of Texas Libraries executive leadership in response to a request from the University of Texas Libraries Committee (C7). The committee requested a report that succinctly described our vision for the libraries in support of the University's research and teaching mission, and outlined what we felt was needed to realize that vision.

This report is our response to that request. It should be noted that our vision for the University of Texas Libraries is dynamic and evolving. It has been developed in consultation with the C7 Committee and incorporates substantial modifications suggested by many members of the C7 Committee. This report captures that vision at this point in time and should be seen as a living document that will evolve with the University's needs and circumstances.

UT Libraries: A library on the move

Research universities thrive and succeed based on the power of faculty research, and the associated publishing, teaching and learning activities. At its core, UT Libraries has always connected content and user communities in order to fuel research, enrich teaching, and preserve the scholarly outputs of the institution. We remain committed to these core values even as we transform to embrace a significant shift from analog to digital content in the twenty first century. This shift, coupled with limited budgets, personnel reductions, and technological advances, has ushered in significant changes in all areas of library operations. Simply put, UT Libraries is doing things very differently and doing very different things to align with new needs and expectations. For example, we:

- primarily purchase digital content, which comprises 90% of our acquisitions budget, while also continuing to build our analog collection
- leverage technology to enhance discovery and access to our content
- advance open access by depositing UT faculty's scholarly articles in [Texas ScholarWorks](#) to help fuel new research and discoveries around the globe
- focus on building distinction in our collections to accentuate what is unique about UT
- continually assess the use of our vast analog collections on the forty acres and shift materials to high quality/high density storage and preservation facilities in order to create space for newer materials and adapt spaces for new uses
- regularly implement pilot projects that transform spaces to meet evolving user expectations and pedagogies
- rely on an expert workforce that must continue to update skills in order to respond to new demands in a dynamic work environment

Mapping UT Libraries to the 21st Century

These fast-paced developments increasingly enable UT Libraries to **broaden** its focus from "library as collection" and "library as place" to include "library as platform," strengthening its central role at the intersection of research and pedagogy at UT and for a global user base with exciting opportunities to:

- fuel new forms of scholarship and facilitate discoveries
- capture and preserve new types of scholarly output
- facilitate discovery and use of our collections and content from anywhere in the world
- provide access to our content anytime and anywhere
- advance new forms of publishing
- enable connection among users in order to work across disciplines
- develop innovative tools that will enhance research, teaching, and student learning
- expand our ability to partner with peer research libraries across the country and world

UT Libraries is already embedded in a number of the University's investments in strategic initiatives. Interdisciplinary research initiatives (e.g. Pop-up-Institutes and Bridging Barriers) have generated research

clusters that require expertise from a number of specializations. As academic research has become increasingly multidisciplinary, research collaborations have not only become more powerful but they have also become key drivers in transforming the role of the library in supporting the research life-cycle (e.g. data management workshops offered only by UTL, support for new forms of scholarship, participation in the [Bridging Barriers initiative](#) sponsored by the Vice President for Research, etc.).

UTL is also expanding efforts to support campus priorities for significantly increasing student retention and graduation rates. UT Libraries' Teaching and Learning Services team collaborates with campus partners to prepare UT's students with lifelong career skills in information literacy, research skills, critical thinking, and writing skills that help them graduate on time with a world-class education and navigate a complex, demanding workplace environment.

What's next for UT Libraries

Our commitment is clear: UT Libraries supports the University's mission of research, teaching and student learning. At a university of the first class it is necessary to articulate a visionary role commensurate with twenty first century expectations for its Libraries that will require new modes of thinking about collections, services, space, and innovative operating models.

The rest of this report presents information prepared by UT Libraries highlighting the impact of flat or reduced budgets on information resources and on the library workforce required to meet the needs of a diverse UT community across different disciplines. It draws on a variety of working documents from UT Libraries current strategic plan in order to provide insights into work underway at UT Libraries and offer recommendations for future efforts.

lorraine j haricombe
Vice Provost and Director
University of Texas Libraries

March 1, 2018

Where we are now

In a December, 2017 message to campus, President Fenves noted that for many years UT Austin had fallen behind in three critical areas of investment: keeping up with inflation, salary competitiveness, and facilities maintenance. UT Libraries have been affected by shortfalls in all three of the areas cited by President Fenves. UT Libraries also manages the challenge of substantial and sustained inflationary pressures in academic journal subscriptions.

1. Collections

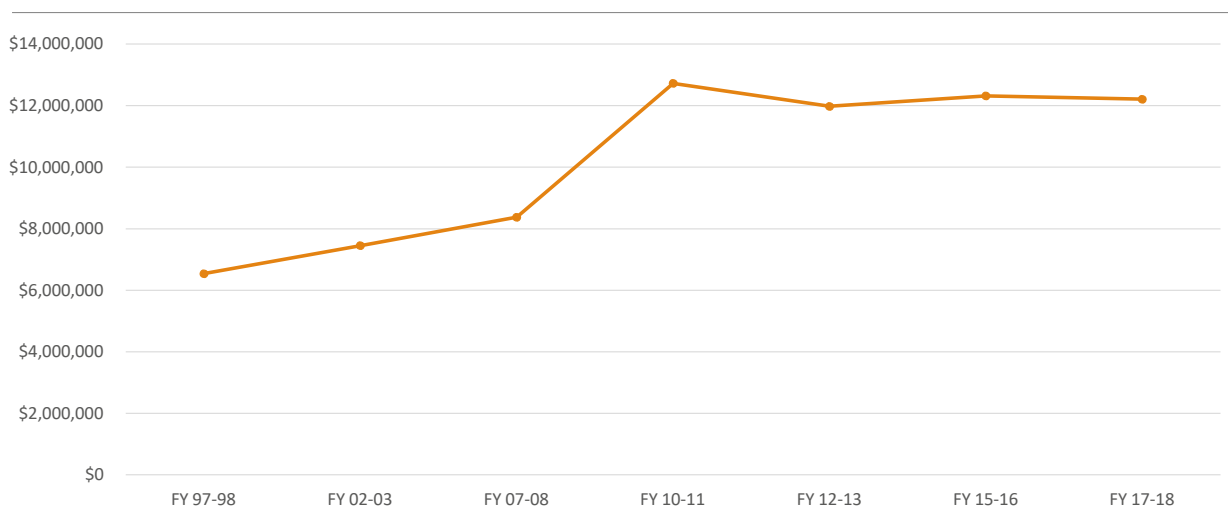
Core Collections

Content and collections are central to the research library's role, and core collections of monographs, journals and other research materials remain a key priority. Over more than a century of sustained effort, UT librarians have built a strong print collection of more than 10 million volumes and, in recent decades, have augmented that with additional millions of electronic resources.

Over the past decade, however, our progress in this area has suffered from two factors: the flat annual budgets that represent a continuing impact of the 2008 recession and the especially high annual inflation in the cost of scholarly materials, primarily serials (journals) subscriptions, both print and digital.

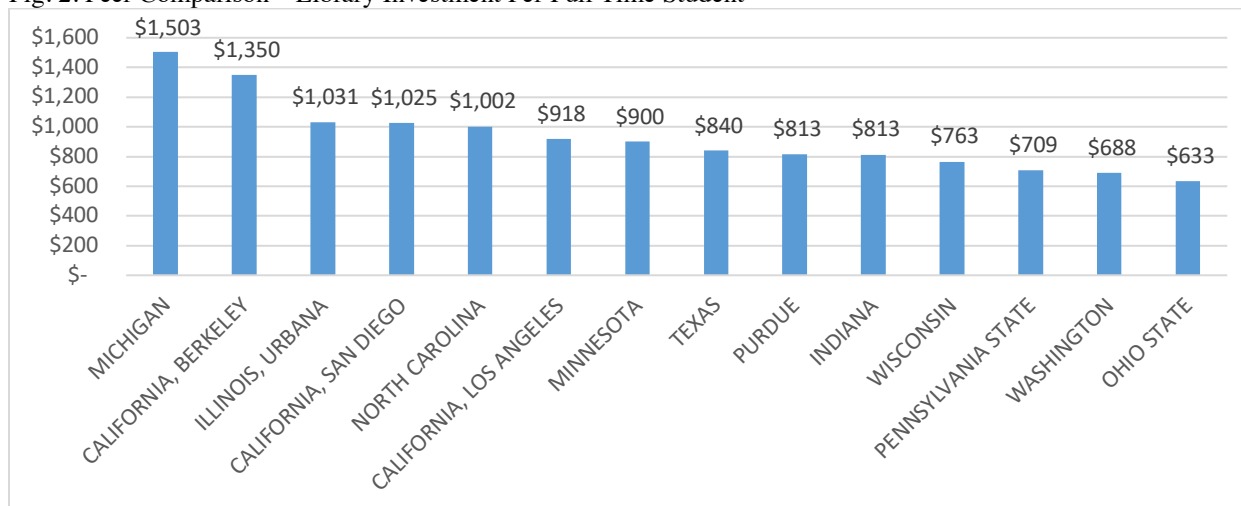
It will not come as a surprise to anyone reading this report that, for almost a decade now, the libraries' annual budget has been flat or slightly declining (see figure 1).

Fig. 1. UTL Information Resources Budget, 1997-2017



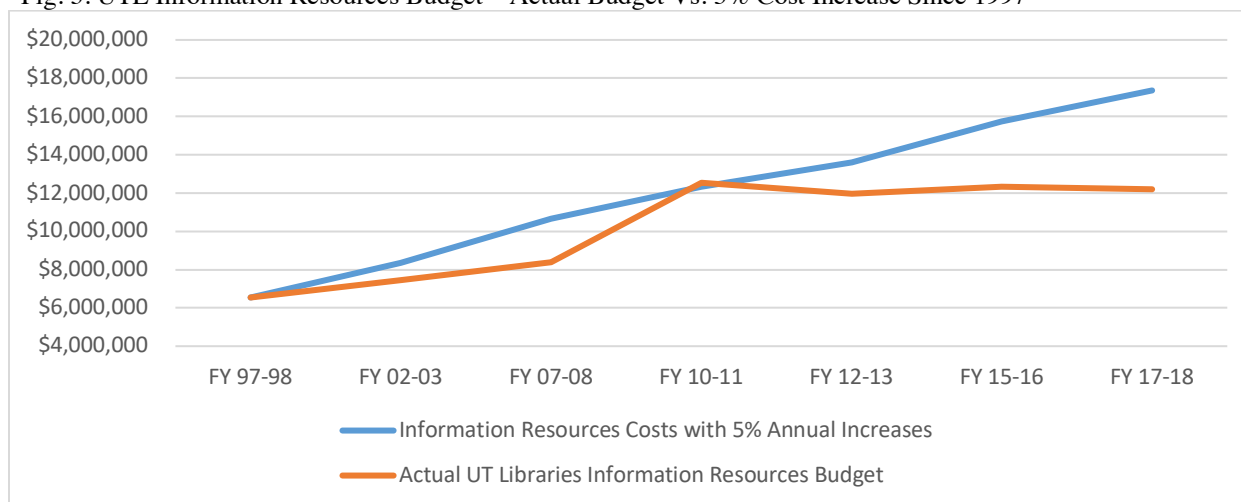
The result has been a significant decline in our institutional investments in libraries relative to our peers. In 2008, for example, UT Austin ranked 9th among the 125 members of the Association of Research Libraries (ARL), and 5th among those publicly funded in terms of overall investment in libraries. By 2016, UT had slipped to 12th overall (7th among publics). More telling, perhaps, when we look at peer institutions library investments on per student basis, we fall significantly behind our peers (see figure 2).

Fig. 2. Peer Comparison – Library Investment Per Full Time Student



The impact has been even more pronounced in the area of content, where our purchasing power is further reduced by the chronic inflation rate characteristic of scholarly journals. Through an aggressive approach to leveraging the volume purchasing ability of the University of Texas System, we have been able to keep our inflation rate significantly below national averages. Even so, the annual inflation rate averages approximately 5%; the impact expressed as lost purchasing power is substantial (see Figure 3).

Fig. 3. UTL Information Resources Budget – Actual Budget Vs. 5% Cost Increase Since 1997



To date, we have been able to manage this with relatively small annual reductions in purchases; for example, this academic year (2017-2018) we renewed about 10,500 journal titles and did not renew 846 titles. As cash reserves decline, however, our ability to forestall larger reductions is rapidly eroding.

Distinctive Collections

The University of Texas hosts a number of nationally and internationally renowned library collections that draw scholars from around the world to our campus, including the Briscoe Center for American History, the Jamail Center for Legal Research, and the Ransom Center. Core collections maintained by UT Libraries provide extensive support materials necessary for effective use of these distinctive collections. For example, the microfilm collection of the Washington Post maintained by UT Libraries is a valuable resource for scholars working with the Watergate Papers at the Ransom Center.

In addition, UT Libraries directly administers other distinctive collections, most notably the Alexander Architectural Archive and the Benson Latin American Collection. Consisting of unique, rare and contextually significant collections of materials and providing abundant opportunities for scholarship, they

elevate the University's reputation as a destination for research, attracting and inspiring communities of scholars worldwide. They are, however, "high touch" environments by definition. Collected materials need more attention to housing and preservation, and more intensive access and discovery resources; similarly, their users also require more attention, more engagement, more interpretation, more expertise, and more connectivity. All of these requirements have their associated costs and, given the fiscal constraints on the libraries' overall budget noted above, it is difficult to move forward with continued development of such collections.

2. Operations

Modern research libraries include a robust combination of infrastructure (facilities and technology) and supporting services to enable scholars and students to make best use of the content collections. The University of Texas Libraries manage and operate an impressive array of campus facilities and spaces providing the University community with access to almost 4.4 million content items with a seating capacity of more than 5,500 in approximately 640,000 square feet of space (see figure 4 below).

In addition, the Libraries manage three high-capacity, preservation-quality storage facilities on the Pickle Campus and collaborate with the Texas A&M University Libraries to operate two joint storage facilities in College Station.

Figure 4. UTL Main Campus Locations

UT Libraries Facilities on Main Campus	Seats	Sq. Feet	Items housed
Architecture and Planning Library (BTL)	261	23,248	80,265
Benson Latin American Collection (SRH1)	370	57,362	592,128
Chemistry (Mallet) Library (WEL)	166	11,577	69,150
Classics Library (WAG)	32	2,057	25,031
Fine Arts Library (DFA)	350	40,679	356,433
Geology Library (JGB)	200	13,201	108,298
Life Science Library (MAI)	348	27,157	222,908
Perry-Castañeda Library (PCL)	3,643	451,637	2,861,432
Physics-Math-Astronomy Library (RLM)	154	11,053	80,203
Main Campus total	5,524	637,971	4,395,848

As with collections, infrastructure and services must change over time. The Perry-Castañeda Library (PCL) is the most recent purpose-built library on campus and we celebrated its 40th anniversary earlier this academic year. As buildings age and teaching and learning evolve, corresponding investments must be made to the supporting infrastructure. Facilities and spaces require ongoing transformation/renovation to support changing research and pedagogical practice. Services, particularly those offered by academic librarians, must continue to evolve to support evolving research, teaching, and learning priorities. Technology must continuously expand and upgrade to provide optimal access to content, tools and services.

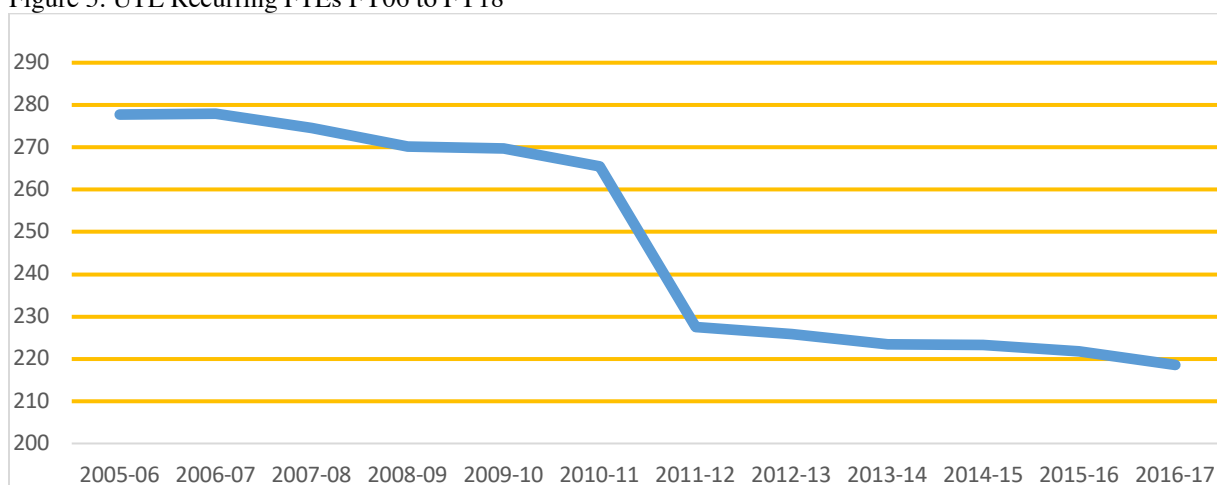
As collections increase in size and available space on the core campus becomes scarcer and more expensive, the Libraries must also balance immediate access to collections with limits on available space. Since the opening of the Fine Arts Library in 1979, UTL has been charged by the University Administration with curating the print collection without increasing the libraries' footprint on campus. During that period we have more than doubled the size of the print collection from 4 million to 10 million volumes. Colleges and units have similarly increased their programs and course offerings placing pressure on space planners tasked with balancing the competing needs. This dilemma is acutely evident today at the College of Fine Arts as it tries to balance the need for increased instructional space with continued faculty

and student access to library materials. The University will need a method for developing campus consensus around priorities to guide these decisions.

3. Personnel

Librarians and other associated staff represent the third major component of modern research libraries. The University of Texas has historically operated with a lean staffing model in order to facilitate maximum investment in content collections. Faced with flat budgets and increasing content costs over the past decade, UTL has leveraged automation and refined work processes in order to reduce overall staff size by more than 20% (see figure 5). Services have consequently been reduced – shorter hours at service desks, especially on weekends, fewer subject librarians available to liaise with faculty and researchers, increased backlogs in processing of special collections and preservation needs – but we have generally been able to maintain our traditional services. Incorporating new skill sets to provide new services around emerging needs such as copyright, data management, or geospatial data, to name just a few, has lagged substantially behind campus needs and peer institution service levels.

Figure 5. UTL Recurring FTEs FY06 to FY18



Where we need to be

The UT Libraries works from a solid foundation built over the past century, but the opportunities of the future are fast outstripping our resources. In order for the UT Libraries to continue providing the core research and teaching resources to which the University community has become accustomed, the University will need to:

- make near-term investments in the libraries' recurring budget
 - make deliberate decisions about the community's priorities, and
 - support those priorities through enhanced revenue opportunities in the fundraising and grants arenas.
- In high level terms, we need to:
- Increase funding for the Libraries Information Resources Budget in order to:
 - Maintain core databases, journals, and monographs (print and digital) in the face of steady inflationary cost pressures;
 - Develop and support alternative collection building strategies, especially in the digital domains (open access publishing, open educational resources, content and data repositories, collaborative collection development).
 - Expand strategic investments in collections of distinction that support UT research priorities, both in traditional areas of special collections development and in emerging practices such as post-custodial archival practices pioneered at the Benson Latin American Collection.
 - Improve and expand digitization initiatives and the development of digital discovery tools to significantly improve the online discovery and access process. There is also an opportunity to greatly enhance the coordination and interconnection of campus-wide collections through this digital library platform.

- Continued investment in transformation of library spaces in order to:
 - Provide researchers with modern research spaces that bring together analog and digital content, tools, and expertise in a collaborative environment that fosters a community of cross-disciplinary research and discovery. UTL is a campus leader in providing access to user spaces for collaborative work. Usage data of our repurposed spaces show they facilitate expanded collaboration between instructional librarians and faculty instructors, and increased use of rooms for group collaboration, as well as networking and interdisciplinary research, in areas such as the Scholars Commons. As research becomes increasingly interdisciplinary, academic libraries must continually evolve by reimagining spaces and implementing new technologies that bring together new and existing library services.

At the same time, UT Libraries must maintain and improve spaces for traditional quiet and/or secure study and research with analog materials, both in the core collections and in specialized collections. Investments need to be made for appropriate preservation environments and services as well as modern infrastructure – adequate electrical connections, internet access, user configurable furniture, etc. Provide students and faculty with teaching and learning spaces that facilitate the evolution of pedagogical practices. The University places a high premium on student graduation rates and retention. A growing body of research underscores the correlation between library instruction and graduation rates. UT librarians play an integral role in student learning outcomes through instruction, a core service for UTL, to prepare UT's students with lifelong career skills including information literacy, digital literacies, critical thinking and to prepare them for a complex and demanding workplace environment.

- Enable the University to maximize the use of core campus spaces for instruction and research, while also maintaining spaces sufficient for traditional library usage of print collections and a meaningful balance between new and traditional library space use. As research and teaching practice evolves in conjunction with transformations in methodology and technology, the library's approach to content storage and access must evolve as well to provide an optimal balance between ready access to collections and effective use of very limited space resources. For success this process must be holistic and strategic rather than piecemeal and reactive. Increased investments are needed in more intuitive discovery tools for identifying available content and in the speed and efficacy of retrieval and delivery mechanisms.
- Increased personnel funding in order to:
 - Recruit domain expertise in new and emerging skillset areas (e.g., geographical information systems (GIS), instructional design (ID), data management, etc.). New user expectations, policy mandates, technological advances and changes in higher education require new roles for UT Libraries and new expertise for its workforce to support the mission of research, teaching and learning in the digital age. Scholars require specialized knowledge and skills e.g. fluency in using digital tools and manipulating digital images to advance their research digitally. Scholars expect responsive services; UTL is uniquely positioned to provide these services that will necessitate increased staffing capacity and professional development to support this work successfully e.g. data analytics and visualization, data curation, digitization, and metadata services, among others.

Recommendations

- ❖ Create new and enhanced revenue opportunities for the Libraries. It is not possible at this point to provide precise estimates of the necessary funding but we think it quite likely that the Libraries will need \$50-100 million dollars of new funding over the next 5-10 years to realize the agenda outlined above. We believe this agenda is essential to the University's future success and we recommend the University move to support this effort through the following actions:
 - Increase the UT Libraries recurring budget by 10% (approximately \$2.7 million) and identify additional funds to support a 3.5% increase in the Information Resources Budget for five years. This is an urgent and immediate priority. In order to support the University's research program at a level of excellence, we need to:
 - Retain sufficient purchasing power to avoid near-term shortfalls in core serials subscription packages;
 - Address annual serials inflation while UTL develops alternative collection strategies to mitigate this cost factor;
 - Stabilize the personnel budget sufficiently to address immediate staffing needs.
 - Create a funding mechanism that allocates to the Libraries a small portion of the indirect funds received from external grants.
 - Position libraries priorities as high-visibility objectives of the coming capital campaign.
- ❖ Request that the Provost convene a campus-wide task force to discuss the role of the libraries at UT Austin and develop campus consensus around priorities to inform future decisions. The opportunities facing the libraries present multiple interconnecting challenges that affect different portions of the University community in different ways. Effective and cost-efficient solutions to these challenges are beyond simple fundraising. They require thoughtful and deliberate discussion among multiple constituencies of the University community to develop actionable consensus positions.
- ❖ Develop both new and renovated spaces, along with the necessary specialized services, commensurate with the scope of the vision outlined in this report. While the particular combination of new construction vs. renovation of current spaces requires further study, it is clear that our current library spaces are inadequate for the goals of the University.