Meeting
Regular meeting of the full senate, 3:15 p.m., Kendall Cram Room, Lavin-Bernick Center. The meeting was preceded by an executive session of faculty senators at 3:00 p.m.

Presiding: The chair, President Cowen.

Attendance
Ex Officio: Cowen (pres./chair), Langston (vice chair), Lorino (CFO), Jones (COO), Poplus (proxy for Ordoyne, pres. ASB), Hayes (chair, SAC), Mackin (sec)

Deans: DeNisi (Freeman), Query (Libraries), MacLaren (Newcomb-Tulane College), Bernhard (Arch.), Marksbury (SCS), Ponoroff (Law), G. Bernstein (SLA), Hamm (Med.), Buekens (SPHTM), Altiero (SSE)

A. B. Freeman School of Business: Sujan, Cardinal

Newcomb-Tulane College:
Architecture: Klingman, Goodwin
Continuing Studies: Schwartz
Law: Nowicki, Diamond, Davies
Liberal Arts: Horowitz, Masquelier, Carroll, Desai, Balée

Medicine: Taylor, Wiese, Diaz-Thomas, Phinney

Public Health and Tropical Medicine: Hutchinson, Webber, Long, Rose

Science and Engineering: Schmehl, Diebold
Social Work: Pearlmutter, Lewis

Student Senators: Edgens, Feng, Beevers
Staff Senators: Earles, Barrera
Invited Guests: Parker (chair, IT), Purington (chair, SCAFRS), Wilson (chair, Athletics), Chaissen (chair, Benefits), Hill (chair, FTFR), Landry (PFAC), Gaver (faculty rep to Board), Levy (assoc. sr. vp research), Barron (CIO), Maczuga (assoc. vp tech. transfer), Cherrey (vp, student affairs), Johnson (gen. counsel), Mitchell (assoc prov), LeBlanc (pub. safety), Banker (spec. asst. to pres.)

Absent Senators: M. Bernstein, Miller, Page, Rothenberg, Pigott, Bacque

Introduction of New Senators and Guests
The following new senators and guests were introduced by President Cowen:

Ex officio senators: Provost Michael Bernstein (absent because of AAU provosts meeting), Scott Bernhard (interim dean of School of Architecture).

Faculty senators: Harish Sujan (Business), Elizabeth Nowicki (Law), Brian Horowitz and Adeline Masquelier (Liberal Arts), Paul Hutchinson (Public Health and Tropical Medicine).

Staff senators: Rhonda Earles, Susan Barrera.
Committee chairs: Geoffrey Parker (Information Technology), Rebecca Chaissen (Faculty and Staff Benefits).
Other guests: Jack LeBlanc (Public Safety).

Minutes
The minutes of the May 7th meeting were approved without change. However, Senator Carroll objected to the report in the appendix to
the minutes from the Office of Institutional Equity. She said the administration had promised comparative data on non-tenure-track and tenure-track waivers in the hiring process, but the report included only non-tenure-track hires and so lacked the necessary information for comparison. The president agreed that a report including the comparative data would be sent to the secretary to be appended to the September minutes [Secretary’s note: the report is not yet available. When received, it will be sent to all senate members and appended to next month’s minutes].

Elections

Senators at Large

The following eight faculty members were elected senators at large for a one-year term: Bob Hill (Chair, FTFR) Michael Kuczynski (Chair, Art Collections) Amy Koritz (Chair, Social Issues) Elio Brancaforte (Chair, Libraries) Dan Purrington (Chair, SCAFRS) Leann Myers (Chair, Equal Opportunity) Sam Landry (PFAC) Donald Gaver (Faculty Rep to Board)

President’s Faculty Advisory Committee

Senators Hugh Long (SPHTM) and Linda Carroll (SLA) were elected to the President’s Faculty Advisory Committee for three-year terms. Senator Gaurav Desai (SLA) was elected to PFAC as a replacement for a two-year term.

Parliamentarian

Senator Jeff Wiese (School of Medicine) was elected replacement parliamentarian for a one-year term.

President’s Report

President Cowen gave a summary report of a slide presentation, which is attached to these minutes and available on the senate Web site. He said much of this information had already been presented at meetings of school faculties to whom he had spoken this fall.

Fiscal Year 2007 Review

Without going into great detail, the president said FY07 turned out to be a much better year than first envisioned. The university has shown the ability to continue to attract top quality senior administrators and faculty. Student enrollment, especially undergraduate, rebounded. The final number for the entering class was 1,330, together with more than 200 transfer students, all without diluting the quality of the student body. Graduate student enrollments, with few exceptions, were higher than last year.

President Cowen said the university had an “unbelievable year” in research funding, totaling $157 million, which was close to $20 million higher than the year before. He said the research funding was a testimony to the work of the faculty, both on the St. Charles campus and downtown in the health sciences.

The president said fundraising also went very well. The goal for the year was $75 million, and the university raised $84 million. The overall goal for the campaign is $700 million by June 30, 2008. At the time of his report, the campaign was well over the $650 million mark, so he expected the goal would be met or exceeded. He emphasized less the total dollar amount and more what the income from that money could do for faculty, students, building programs, and other needs. The university is continuing to draw strong support in all corners of its alumni and friend network.

The endowment was more than $1 billion, despite problems in the stock and financial markets. He said he was looking forward to growing it to $2 billion in much less time than it took to reach $1 billion.

The financial position of university turned out better than had been expected. The operating deficit had been forecast at $31 million, but it came in at $22 million. After recoveries from insurance and FEMA, the university actually showed a positive balance in excess of $120 million. The president, however, warned against getting lulled into complacency because the university still had out-of-pocket losses of $300 million, overhanging debt from Katrina, and operating deficits projected through 2010. Still, the balance sheet and income statement looked
better than the administration had expected.

Another noteworthy achievement was the recovery of the School of Medicine. President Cowen said that if he had been asked a year earlier what school he was most concerned with, he would have answered that it was the School of Medicine, which suffered the greatest shock from the storm and reduction in size. Depopulation of the city and closing of the hospital contributed to his concern. The School of Medicine made a remarkable turnaround in one year. Research funding and the financial performance of medical practice were much better than expected.

Fiscal Year 2008 Priorities and Objectives

President Cowen began with the academic portion first because, he said, it was the most important part of the FY08 plan. The president said the Renewal Plan remained a work in progress. Although a great deal had been accomplished in the last year and a half, more needed to be done. The president stated that, without the Renewal Plan, the university would not have been in as good shape as it was.

In addition to continuing to implement the Renewal Plan, the university will, under Provost Bernstein's leadership, develop a timetable, process, and criteria to look at doctoral programs at the university. The president said the administration entered this process with no predisposition. The provost will work with all the school faculties in developing the process.

The university would also continue to work on building student enrollment while maintaining academic quality. The president said the number of full-time students was 5,100 students; the steady-state goal is 5,600. Larger graduating classes have been replaced with smaller incoming classes. Last year's class of 882 was the university's pride and joy, he said, but the university probably would not reach its goal of 5,600 until that class graduates.

The fourth priority area in academics is the size and composition of the faculty. President Cowen said the provost will continue to work with deans and faculties on this issue. Tulane lost about 15 percent of its faculty through voluntary and involuntary separations after the storm, but a good portion of that loss has been replaced. In fact, he said, some schools have more faculty members than before the storm. But the university needs to examine issues like the proportion of tenure-track to non-tenure-track faculty to ensure strength in research and academic excellence across the board.

The university also plans to update its faculty compensation benchmark study. About two years before the storm, a comprehensive study of faculty salaries had been made. The leadership was concerned that, in certain schools, the university was losing ground to peer institutions. The university plans to update that benchmark study in FY08 and revisit the topic of faculty salaries in FY09 and 10.

On the topic of leadership priorities and objectives, President Cowen mentioned the need to complete the national searches for deans of the School of Liberal Arts and the School of Architecture. At the same time, he acknowledged the contributions of the interim deans, who have been serving the university well. Another vacant leadership position, which most people at the university are not aware of, is chief investment officer. The management of Tulane's portfolio has been excellent, and so its top two investment officers have been recruited to higher paying positions elsewhere. The investment position is unique in that it reports both to the administration and the Board.

In development, the first priority is to complete the Promise and Distinction campaign for $700 million. At the same time, under the leadership of Yvette Jones, senior vice president for external affairs, and with the Board's help, the university is planning its next step after completion of the current campaign. The strategy is to announce a series of mini-campaigns beginning in FY09 that will continue for three or four years. Those campaigns will then be followed by a large campaign, probably for $1 billion or more.

Under the topic of capital projects, the president said Turchin Stadium is complete. The university and its contractors were finishing the punch list. The baseball team will play there in spring. At about that time, after the close of
basketball season, renovation will begin in Fogelman Arena for the Yulman Event Center. After renovation, Tulane teams will continue to play basketball and volleyball there, but the new configuration will make the arena more flexible for concerts, graduations, convocations, and other university events. The new center will complement McAlister Auditorium, which holds 2,000 people; the Yulman Center will hold 4,000. The center will be named after Richard Yulman, a member of the Board, who gave the lead gift for the project.

Another capital project involves relocation moves. President Cowen said that relocation in summer 2007 had focused on the School of Science and Engineering. Next in line in 2008 will be the School of Liberal Arts. The president said he had been informed by Dean Bernstein that the moves will involve the anthropology department first.

A major capital project is expansion of Tulane’s Primate Center. The project will cost $70 million, of which $42 million will come from the National Institutes of Health, the remainder from internal sources and the state. The result of the expansion, President Cowen said, will be more assets and resources for research. He also said the administration will continue to update the capital plan because many projects were put on hold after the storm and need to be revisited.

On the topic of financial priorities, the president noted that the budgeted deficit for FY08 is $34 million, but the administration believes the deficit will be lower. He asked the rhetorical question, Why does the university still have operating deficits? He listed three causes, which he said were mostly self-correcting. The first was the lower total number of students, which should be corrected by 2010. Second were the one-time costs related to Katrina, such as consultants’ costs and mitigation costs. These costs will continue through this year and next year but will also go away. Third is the $100 million of Katrina-related debt that remains outstanding. FEMA and insurance recovery will help, but how much and when is still unknown.

Discussing the cash-flow plan for the next three years, President Cowen said that the university has done most of what it can on the cost side and now must look to increase the revenue side. The cost side requires vigilance and discipline, but he saw no need for additional personnel reductions. Instead, the administration intends to continue to give raises and to increase staff and faculty size.

The university is also vigorously pursuing insurance recovery through lawsuits and seeking reimbursements from FEMA. As of the date of the meeting, two years after the storm, the university had recovered $14 million from FEMA. That was a small fraction of what he thought the university should recover. But he also expected a long, arduous process.

In closing, the president said that, as an institution and as individuals, Tulane will continue to be heavily involved in the recovery of the city of New Orleans. He also said that he personally would continue to be involved at the national level. He was on the Board of Directors of the National Merit Scholarship Corporation and also of the Council for Higher Education Accreditation, overseeing all specialty accreditation in the United States.

After the president concluded his report, Senator Purrington asked what the university intended to do in response to censure by the American Association of University Professors. The president replied, “Nothing.” He said he had sent an e-mail to the campus, clearly articulating his views. He also said he would respond to any inquiries and send the AAUP whatever data it requested.

Senator Purrington then asked when the library would be “off life support.” President Cowen referred the question to Vice President Lorino, who said the administration is trying to buy the equipment being used instead of renting it, but the university is waiting for FEMA to approve the project.

Senator Purrington next asked whether escalation of parking costs would continue. Vice President Lorino said that planning for physical facilities was still under development but currently included no plan for further increases in parking fees.

President Cowen was asked whether the
university was still under a state of financial exigency. He answered that it was. Conditions to lift it included building enrollment back up, getting recovery money, controlling the deficits, and safely passing through the current hurricane season. He said the Board continually monitors the situation but he expected the Board would take a hard look at it this year.

Senator Rose asked if that were an issue the Board decided or would there be input from the senate. President Cowen answered that the Board declared the state of financial exigency and the Board will decide when to lift it.

The president was asked whether the state of financial exigency had any continuing impact on the operations of the university. He answered that for practical purposes, there were no implications. He said he thought the major concern was whether actions would be taken without faculty involvement if something else happened. But, he said, the senate was now functioning as it had always functioned. The only other implication was psychological. Most would feel better if the state of financial exigency were lifted. When the Board decides to lift it, however, the university will not be issuing major press releases. He said the university’s emphasis was on where it was headed in its recovery.

Senator Sujan asked the president for his perspective on Tulane's ranking as a research university in the next four or five years. President Cowen replied that the answer depends on metric of ranking. Using AAU criteria, the greatest weight is on external research funding, both on total basis and per capita basis. On per capita basis, Tulane is doing better than it has ever done, and it is also doing well on a total basis. Other criteria are the quality of undergraduate programs, the number of doctoral students, and postdoctoral programs. The number of doctoral students will show a decline, and that's an area the university will address in the next year or two. Laura Levy, the associate senior vice president for research, added that the university subscribes to a service called Academic Analytics that will help provide objective measures of research output.

Senator Purrington asked about the increasing number of schools that are opting out of the U.S. News and World Report survey. President Cowen said most of the schools doing that are liberal arts colleges. He has heard very little conversation about it from the national universities. He acknowledged that the topic may be worth talking about, and he planned to raise the issue at the next AAU meeting. He mentioned that he was surprised we stayed in the top 50, considering what happened. He considered the magazine's ratings inflexible and unable to accommodate an unusual situation like Tulane’s after Katrina.

Senator Landry asked if the review of graduate programs would separate the uptown campus from the health sciences downtown. P replied that he didn't yet know how the review would work. He was leaving that up to the provost. The administration has simply committed to a timetable for beginning the process and developing criteria. The provost will have to work with the faculties to develop specific procedures.

Unfinished Business

Special/Select Committee.

The committee, comprising the members of the Senate Committee on Faculty Tenure, Freedom, and Responsibility, together with the chair of the Senate Committee on Budget Review and the vice chair of the senate, has been examining the problem of faculty participation in crisis management decisions affecting faculty employment during the state of financial exigency. Senator Hill, chair of the special committee, said that the committee representatives were meeting with the administration and expected to give a final report with recommendations at the October meeting.

Committee Reports

Academic Freedom and Responsibility of Students

The committee chair, Senator Purrington, discussed his written annual report. He pointed out that the committee dealt with more student
appeals than usual. The committee reviewed four cases: one appeal from an honor board decision and three appeals from adverse academic decisions. The committee decided in favor of the student appeal in one case and denied the appeals in the other cases.

**Faculty and Staff Benefits**

Senator Hill put on his other hat as chair of the Committee on Faculty and Staff Benefits and summarized the written report, which had been circulated, together with the new rate schedule. The committee concurred with the consultants’ recommendation of a 5 percent increase in rates. United Healthcare is now operating under a new certificate of coverage in Louisiana, which may result in a few changes in coverage, but co-payments, deductibles, and plan design should remain the same. The committee also concurred with the consultants’ recommendation of an upward shift of $5,000 in wage brackets to compensate for bracket creep due to modest salary increases over the years.

The committee also considered a supplementary vision plan, based on a survey of employees that showed considerable support for the idea. Again, the committee concurred with the consultants’ recommendation of EyeMed as the carrier.

Senator Hill also reported that MetLife would offer Tulane employees the option of purchasing additional units of life insurance during open enrollment. All enrollment will be done online. Finally, he announced that the Office of Human Resources was laying the groundwork for a “wellness initiative.” He said the best way to hold down rate increases in health insurance would be to improve employee health. The office will be seeking input from the entire university.

The senate then considered the committee motion to approve United Healthcare’s renewal as carrier, the rate increases, and the shifts in wage brackets. Senator Purrington asked about the split in costs of the plan shared by the university and employees. President Cowen replied that the proportions had not changed but continued to be a 60-40 ratio. The senate then approved the committee motion unanimously. Without additional discussion, the motion to adopt EyeMed as the carrier for the supplemental vision plan was also approved by a unanimous vote.

**Research**

Laura Levy, the associate senior vice president for research and chair of the Committee on Research, presented the annual report, which had been distributed in advance in written form. The committee membership had been reconstituted in the 2006-07 academic year.

The committee had approved three requests for exceptions to the university policy prohibiting acceptance of sponsored projects with restrictions on publication. The committee also had reviewed its procedures for handling such exceptions and made some changes. Requests for exceptions will now be reviewed by the School of Medicine Research Advisory Committee and then forwarded to the dean. If the dean agrees with the exception, it will be forwarded to the associate vice president for research for consideration by the Committee on Research.

One Committee on Research summer fellowship was awarded. The recipient was Professor Florencia Bazzano-Nelson, Department of Art. The remainder of the money was distributed to the schools to support faculty travel.

The committee had also intended to present motions to change the research fellowship program and also to change the composition of the summer grants subcommittee. After discussion with Vice Chair Langston and senators from the School of Liberal Arts, Vice President Levy decided not to present those motions, even though they had been circulated beforehand.

Vice Chair Langston explained that the School of Liberal Arts had a longstanding tradition of giving summer grants to new hires at the assistant professor level. That tradition was never written into the policies of the Committee on Research, but was very important to liberal arts departments in the recruiting process. He asked whether he needed to refer the motions back to committee. On the advice of newly elected Parliamentarian Wiese, the president ruled that the committee motions had never officially been made
and therefore could be withdrawn without a motion to refer. Vice President Levy said the committee would revisit the issues.

Senator Balée asked about the Institutional Review Board and its procedures. He said that he and his colleagues found the requirements of the IRB unnecessarily restrictive and a hindrance to research when compared with national association standards or procedures at peer universities. He asked that the Committee on Research review the policies and procedures of the IRB in light of the needs of various disciplines. Vice President Levy agreed to investigate the problem.

New Business

On behalf of the provost and the Graduate Council, Vice President Levy offered three amendments to the Graduate Council Constitution. The council is not a committee of the senate, but its constitution requires amendments be approved by a majority vote of the senate.

The proposed amendments read as follows:

1. Article 1, first sentence
   Current text: The voting membership of Graduate Council will consist of the Associate Senior Vice President for Research, who will serve as its chair, and ten elected faculty members.
   Recommended text: The voting membership of Graduate Council will consist of the Senior Vice President for Academic Affairs and Provost or a designated Associate Provost, who will serve as Chair, and ten elected faculty members.

2. Article 1, addition of final sentence to first paragraph
   Recommended text: The Associate Senior Vice President for Research will also serve as a voting member.

3. Article II.4
   Current text: Initiation for reviews of MA, MS, MLA, MFA, and PhD programs when the Graduate Council or the Associate Senior Vice President for Research deems this appropriate.
   Recommended text: Initiation for reviews of MA, MS, MLA, MFA, and PhD programs when the Graduate Council deems it appropriate.

The rationale for the change was that the functions of the council overlap with the functions of the provost and, therefore, the provost should chair the council.

Senator Carroll asked why, as stipulated in amendment 2, the associate senior vice president for research should be a voting member. Vice President Levy said her office had an interest in the success of the graduate program, and that was the logic behind that proposal. But she admitted it could be done either way, voting or non-voting. Senator Carroll then moved to amend amendment 2 by changing “voting” to “non-voting ex officio.” Senator Carroll’s motion was seconded.

Dean Ponoroff said that Vice President Levy apparently had no strong feelings about the question but Senator Carroll did. He asked whether she could explain why she objected to the associate vice president for research having a vote. Senator Carroll replied that the council is a body through which the faculty expresses its governance, so additional administrator votes are inappropriate.

President Cowen asked whether Senator Carroll was implying that people who hold administrative titles are not faculty members of the university. Senator Carroll replied that administrators had other venues through which they express their governance, venues to which faculty had little or no access. President Cowen said he just wanted to make the point clear that many administrators are faculty members of the university who hold administrative appointments.

Dean Buekens said he understood Senator Carroll’s point, but he thought the link between research and graduate education was very important and making the associate senior vice president for research a voting member would strengthen the tie. Senator Carroll said the existence of the office and its ex officio representation on the council would be sufficient without voting in a venue that was more properly one of faculty governance.

Senator Carroll’s amendment then passed by a
vote of 20 for and 19 against.

Senator Desai said he objected to the provision allowing the provost to designate an associate provost to sit as chair of the council. He said graduate education was an important part of the provost’s responsibilities and should not be delegated to an associate. Vice President Levy said the intention was not to shunt off the responsibility but to allow the provost to designate an associate who would focus on graduate education and its needs. Associate Provost Mitchell added that members of organizations such as the Council of Graduate Schools normally were deans of graduate schools or associate provosts.

President Cowen asked whether Senator Desai was making a motion to amend the proposal. Senator Desai said he was amending the proposed amendment to delete the phrase “or a designated Associate Provost” from amendment 1. Senator Desai’s motion was seconded.

Senator Carroll said that the current organization of the university has no other administrative officer responsible for graduate programs other than the provost. The provost can designate an associate provost to study graduate education and report back, but ultimately the provost is the one responsible.

President Cowen asked whether Senator Desai’s amendment would allow the provost to designate an associate provost to chair the council if the provost could not attend a particular meeting. Senator Desai said yes, the provost could designate an alternate under those circumstances. Vice Chair Langston observed that the change seemed to be symbolic, an expression of the senate’s desire that the provost be linked to the Graduate Council. Dean Ponoroff asked whether the amendment limited the ability of the provost to decide which meetings to attend. Vice Chair Langston said he did not interpret it as an attempt by the senate to tell the provost how to run his office. Senator Carroll said the point was an affirmation of the provost’s responsibility for graduate education, a way of saying “the buck stops” with the provost, not the associate provost.

Senator Desai’s amendment passed, 22 for and 13 against.

The amendments to the Graduate School Constitution, as amended, then read:

1. Article 1, first sentence
Current text: The voting membership of Graduate Council will consist of the Associate Senior Vice President for Research, who will serve as its chair, and ten elected faculty members.
Recommended text: The voting membership of Graduate Council will consist of the Senior Vice President for Academic Affairs and Provost, who will serve as Chair, and ten elected faculty members.

2. Article 1, addition of final sentence to first paragraph
Recommended text: The Associate Senior Vice President for Research will also serve as a non-voting ex officio member.

3. Article II.4
Current text: Initiation for reviews of MA, MS, MLA, MFA, and PhD programs when the Graduate Council or the Associate Senior Vice President for Research deems this appropriate.
Recommended text: Initiation for reviews of MA, MS, MLA, MFA, and PhD programs when the Graduate Council deems it appropriate.

These three amendments to the Graduate School Constitution then passed unanimously.

President’s Announcements
The president announced that the meeting would be followed by a reception in the faculty dining room. He also expressed his thanks to the members of the senate, all of the university faculty members, and all of the staff who were responsible for the excellent year Tulane had experienced.

Following the president’s announcements, adjournment was moved, seconded, and approved unanimously by rising vote.

Respectfully submitted,
Jim Mackin, Secretary
Secretary’s Note: All written reports mentioned in the minutes, including the president’s slides, will be available on the senate Web site, http://www.tulane.edu/~usenate/.