

**AAUP Report<sup>1</sup> on the Meeting of Michael Martin,  
Candidate for Chancellor of Louisiana State University,<sup>2</sup>  
With the Executive Committee of the LSU Faculty Senate<sup>3</sup>  
And the Executive Committee of the LSU Chapter  
Of the American Association of American Professors (AAUP),<sup>4</sup>  
Lod Cook Conference Center (LSU), Room 230,  
May 20, 2008, 4:30-6:00 P.M.**

## **LSU and the Flagship Agenda**

Michael Martin said that LSU's Flagship Agenda seems to be acceptable, and it provides metrics of input and output, which are needed, with emphasis on output. The corresponding document at New Mexico State University (where Martin has been President since 2004) is more output-oriented. But the Flagship Agenda needs to be a living document so that LSU can eventually join the 62-member Association of American Universities (<http://www.aau.edu/>).

The new round of NRC ratings will soon show what LSU needs to do to rise in the rankings among its peer universities. LSU needs a stronger graduate program. There should also be a focus on and rewards for intellectual property creation. The standards for faculty and students need to be raised, but without reducing students' access to LSU (see below). LSU is a better institution than what the nation knows. LSU's accomplishments must be better publicized towards an international audience.

## **Fundraising**

Martin arrived at NMSU four years ago. NMSU does not have any "megadonors," because New Mexico is a very poor state. However, there is one big donor at NMSU, and he does not want Martin to leave.

The recipe for success in fundraising is: (1) first establish a relationship in order to be able to ask for a substantial donation ("friendraising before fundraising"); (2) you need to have a winning institution that can be sold to potential donors; and (3) most of the work is involved after the first check has been received (i.e., stewardship is the most important point, because further donations will be bigger than the first one). Donors need to know that they are appreciated beyond their ability to give money. For example, students at NMSU who have received scholarships from donors are required to write personal letters to the donors every semester, thanking them and telling them about their academic progress.

## **LSU's Infrastructure**

Capital outlays and deferred maintenance are problems everywhere. This problem is a real challenge, because maintenance is easily deferred. At NMSU Martin learned that

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<sup>1</sup> This report on the meeting was written by officers of the LSU Chapter of the AAUP (see the last page). There is another report on this same, joint meeting, written independently by the LSU Faculty Senate Executive Committee; see <http://www.lsu.edu/senate>.

<sup>2</sup> <http://www.lsu.edu/chancellor/search>.

<sup>3</sup> Present: Kevin Cope, President; Judith Schiebout; William Daly; Lilly Allen; Pratul Ajmera; Andrew Christie; James Stoner; George Stanley. <http://www.lsu.edu/senate>.

<sup>4</sup> Present: Charles Delzell, President; Larry Crumbley; John Protevi; Dominique G. Homberger; Pratul Ajmera. <http://www.aaup.lsu.edu>.

retrofitting buildings for modern usage is more expensive than building new ones. Retrofitting, however, needs to be done, because most people want to keep the traditional campus atmosphere.

Funds for infrastructure at NMSU come from the state, some private donors, and the Department of Defense. Louisiana is similar to New Mexico in having to use limited state funding for a variety of needs, such as health care, education, roads, etc. However, in New Mexico, the state government has been receptive to requests, because it was shown a master plan for infrastructure needs at NMSU, instead of piecemeal requests.

### **The relative status of disciplines on campus**

The Morrill Land Grant Act of 1862 (<http://www.higher-ed.org/resources/morrill1.htm>) states that the classics are at the center of any true university, even Land Grant universities. Martin has supported the building of a large arts and humanities complex, because this is according to the law. He is a big supporter of the symphony and the theatre. Martin is concerned about the current overemphasis on research over scholarship, and feels that this imbalance needs to be remedied.

### **Hallmarks of leadership**

Martin is concerned about the upcoming mass retirement in the next few years of the largest cohort of academics, with few qualified replacements in sight. He feels that we need to nurture the next generation of academics by growing our own scientists and scholars. This nurturing can be done, for example, by extending scholarships to promising students under the condition that they will accept a faculty position at the university in the future.

When asked what could be done about the fact that many American undergraduate students do not want to pursue an academic career in the STEM areas because they hate to spend all their time writing grant proposals (especially given the current 10% success rate) instead of doing research, Martin proposed that universities have to provide the infrastructure and personnel support to faculty to attract funding. He said that one should have approximately the same number of hammers as carpenters. Martin also expressed his hope that the post-9/11 problems with hiring foreign-born scientists would soon ease, especially because American universities have a shortage of scientists in the STEM areas. He feels strongly that a diverse faculty is beneficial for universities.

The LSU System President should be a colleague and friend to the Chancellor, but should not micromanage the LSU A&M campus. At NMSU, Martin is President and Chancellor, and he likes this arrangement. But he will get along with LSU System President John Lombardi. For example, Martin would have suggested that LSU A&M sign on to the American College & University Presidents Climate Commitment (<http://www.presidentsclimatecommitment.org/>), even in the face of possible opposition by the LSU System President. The flow of leadership goes from values to policies to strategies to tactics; according to Martin, system presidents set the first, and share in the second, while chancellors should be in charge of the third and fourth.

Martin believes in and has a lot of experience in shared governance; he has been a faculty member and a faculty senate president. He served under Lombardi at the University of Florida, and he owes him, because Lombardi gave him the chance to enter higher administration. Martin would not have applied to LSU if Lombardi were not already at LSU.

He is opposed to Total Quality Management (TQM [http://en.wikipedia.org/wiki/Total\\_Quality\\_Management](http://en.wikipedia.org/wiki/Total_Quality_Management)), because universities support a

process, not a product (e.g., cars). He feels that academics who are untrained as managers are generally better for universities than nonacademic managers who are trained as such.

The admission standards at LSU should be raised. At the same time we should assist, through partnerships, high schools and other colleges to help their students meet the higher standards. NMSU, for example, had noticed that students in one particular school had rock-bottom scores in math and decided to send one of their faculty members with expertise in student learning (not teaching!) to see what could be done about raising these scores. As a result, the students were able to raise their math scores near the top in short time and, thereby, more students qualified for admission at NMSU. New Mexico has a very large minority population with a very diverse cultural mix. It has students who are 3<sup>rd</sup> generation speakers of English as a second language, and others (among the Navajo, for example) who are 20<sup>th</sup> generation speakers of English as a second language. Martin feels strongly about empowering minority students and offering them excellent educational opportunities.

LSU should be an elite university (i.e., empowering others to rise to the top), but not elitist (i.e., trying to be at the top and aloof).

## **Tenure**

Martin feels that tenure is very important, not only because it protects academic freedom, but also because it allows universities to pay lower salaries than industry pays. He also said that with or without tenure, we have by now pretty well achieved the goal of academic freedom in American universities. The granting of tenure is also important as a moment to assess the future promise of a faculty member to increase the mean performance of his or her department. He also feels that post-tenure review is good, because it will be a tool against salary compression. He said he is in favor of a system that uses “steps” beyond the level of full professor, as is done, for example, in the University of California system. The productivity of a faculty member counts.

The Provost makes the personnel decisions, but Martin will review all of them, not only so that the Provost knows that he or she is being watched, but also for Martin to know how valuable his faculty members are.

Post-tenure review needs to be implemented through shared governance, as at NMSU, where a new tenure policy was hammered out in two years through shared governance, and now has the support of the faculty. He doesn't like the punitive aspect of PM-35, and its one-size-fits-all approach of mandatory job-performance remediation after two consecutive unsatisfactory annual reviews. He was opposed to such a short “trigger,” because it does not take into account varying styles of productivity. Some people publish in “waves.” For example, a playwright may produce one outstanding play only every few years, and a scientist may have to “groom” a graduate student's research before reaping the benefits in terms of publications. The danger with highly structured policies is that they have unintended consequences.

Martin also mentioned the 1998 Boyer Commission on Educating Undergraduates in the Research University (<http://naples.cc.sunysb.edu/Pres/boyer.nsf/>), which mentioned the need for evaluating scholarship and research. He feels that universities simply need to accept a certain amount of performance evaluation.

## **Social justice**

Martin was congratulated by an FSEC member on his 2005 New Mexico State University Social Justice Award.

## Single candidacy for chancellorship

Martin was also asked about his views on his being the only viable candidate for LSU chancellor, when UCLA had numerous candidates for chancellor. Martin explained that he was first contacted in early February by Bill Funk of R. William Funk and Associates of Dallas, sending him a handwritten note (Bill Funk knew Martin because Funk did a recent search for NMSU). Martin said no, because he was in the midst of accreditation procedures at NMSU, and told Funk that he may call again later. Then two or two and a half weeks ago, Martin received a call from Bill Funk, inviting him to fly on a Sunday to New Orleans for an interview. He said that then, a couple of days ago, he was invited for a campus visit, which he would never have accepted if he had not felt indebted to John Lombardi.<sup>5</sup> He also said that he, like many other people in his position, would not have put his name in the hat if there had been multiple candidates.

Martin suggests that having more candidates would be OK with him, but he would not try to dictate the process that LSU is currently following. Recently, when he looked for a Provost at NMSU, they had three candidates from which to choose.

Martin volunteered that if he were to come to LSU, this would be his last move. He feels that he has about 5-7 years of “additional juice” left in him.

Later in the meeting, Martin added that when Chancellor Sean O’Keefe resigned from his position at LSU,<sup>6</sup> Martin contacted LSU System President Lombardi to give him unsolicited advice on (1) combining the positions of president and chancellor, as is currently the case at NMSU, and (2) combining the College of Agriculture and the Experiment Station into one unit. Hence Martin knew what was going on at LSU, but he didn’t call about the job. He was not surprised when he heard that O’Keefe resigned after only three years.

Martin also volunteered that he, like many of his colleagues, had been surprised when LSU chose Sean O’Keefe as its chancellor (December 2004); but he was not surprised about Chancellor O’Keefe’s resignation, because non-academics have not worked out as administrators at universities.

## Faculty benefits

Martin was disturbed to hear from an AAUP officer during the meeting that LSU’s contribution to faculty retirement benefits is only 6.5%; he said that at NMSU it is 10%. He felt strongly that LSU’s contribution needs to be increased, in order for LSU to be competitive in attracting top faculty. Martin is currently retired from the University of Oregon, and therefore knows about the importance of retirement benefits. He emphasized that he was glad that someone told him about LSU’s retirement benefits, since he may need to consider this factor in considering a possible offer from LSU.

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<sup>5</sup> During the meeting, an AAUP officer mentioned the following quote: “Martin said Friday he was initially contacted about the job in November by Lombardi, according to the Las Cruces Sun-News in New Mexico.” The Advocate, Baton Rouge, Tuesday, May 20, 2008, <http://www.2theadvocate.com/news/19089869.html>. Martin denied this account. For a clarification of this, see Jordan Blum, “Martin starts LSU interviews,” The Advocate, Wednesday, May 21, 2008, <http://www.2theadvocate.com/news/19127129.html>.

<sup>6</sup> “LSU Chancellor O’Keefe resigns,” New Orleans Times Picayune, January 17, 2008, <http://www.nola.com/news/t-p/frontpage/index.ssf?/base/news-10/1200551430230120.xml&coll=1>.

### **Performance evaluation of administrators**

Martin feels that the performance of administrators needs to be evaluated against objective goals. There needs to be accountability to the community. He will support a review process for administrators. At NMSU, he sets an agenda with his administrators, and a year later he reviews whether the goals were accomplished. One such goal was to study equity issues. He solved those issues by implementing salary raises in three steps over a year. Another goal has been to explore the idea of outsourcing certain services at NMSU (e.g., the bookstore and the automotive fleet), even though the Faculty Senate has been nervous about it.

### **Deans representing faculty interests**

Martin agreed that a dean's responsibilities include supporting his or her faculty, and representing their interests to the upper administration.

### **Balance between administration and faculty**

On the fact that the growth in the number of administrators outstrips the growth in the number of faculty members at universities, Martin ventured that the 2006 Spellings report (<http://www.ed.gov/about/bdscomm/list/hiedfuture/reports/pre-pub-report.pdf>) and the Sarbanes-Oxley Act of 2002 (<http://fl1.findlaw.com/news.findlaw.com/hdocs/docs/gwbush/sarbanesoxley072302.pdf>) are forcing bureaucracy upon universities.

A strong, full-time faculty is necessary, but non-tenure track jobs are needed to accommodate spouses in dual-career couples. Adjunct faculty are also needed, partly for economic reasons. Policies are needed to deal with dual-career couples.

### **Accountability in personnel decisions**

When asked whether he would support the proposal now being considered by the LSU Faculty Senate, that any negative personnel decision by administrators must be justified to the faculty member in writing (as a private communication to the faculty member), Martin said that he supports the prerogative of universities to terminate faculty members' employment "without cause" (i.e., without publicly stating a cause). He said the faculty member might not want the university to publicize the reasons for his or her dismissal.

### **Effect on LSU of AAUP censure of five Louisiana universities and colleges**

When asked about the possible negative effects, on LSU's ability to attract top faculty, of the AAUP's censure (in 2007) of five universities and colleges in Louisiana (Our Lady of Holy Cross College, University of New Orleans (within the LSU System), Southern University at New Orleans, Loyola University New Orleans, and Tulane University), Martin admitted that he was not familiar with the special circumstances that had led to this censure. He felt that Hurricane Katrina (2005) was a special event that created unique circumstances with which he was not familiar. He did mention, though, that he thought that the faculty of the institutions that had been devastated by Katrina should have been accommodated better and at least temporarily absorbed by the unaffected institutions in Louisiana. He also mentioned that MNSU had provided accommodations for the baseball crew of one of the New Orleans universities in the aftermath of Katrina.

**Martin's concluding remarks**

Martin is hesitant to come to LSU, because the 2008 accreditation report of NMSU stated that the last four years (under the leadership of Martin) have been especially successful. Martin emphasized that he is supportive of shared governance, but he insists that the faculty must do their homework before debating him. He enjoys a spirited discussion with faculty members, but it has to be engaged in with mutual respect.

Martin said, "I am what you see." Martin described himself as a "blue-collar guy," the first and only academic in his family. He has devoted his life to academia. He has no expensive hobbies, cars, or clothes,<sup>7</sup> nor multiple wives; he has been happily married to one wife for 37 years.

As chancellor, he wants to be involved on campus. He wants to do this because he has personal knowledge of the transformative power of a university education.

For the Executive Committee of the LSU Chapter of the AAUP:

Charles N. Delzell, President

D. Larry Crumbley, Treasurer

Dominique G. Homberger, Immediate Past President

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<sup>7</sup> On the other hand, Martin showed impeccable sartorial taste with matching burgundy tie and suspenders and a sky-blue shirt.