

University of North Carolina at Asheville
FACULTY SENATE MEETING
Minutes, October 7, 2010

Senate

Members: R. Berls, G. Boudreaux, R. Bowen, G. Ettari, V. Frank, E. Gant, G. Kormanik, B. Larson, T. Meigs, K. Moorhead, L. Nelms, K. Reynolds, L. Russell, B. Schaffer, M. Sidelnick; J. Fernandes.

Excused: S. Mills, G. Nallan, S. Subramaniam.

Visitors: G. Ashburn, E. Boyce, S. Capone, C. Galatioto, B. Haggard, G. Heard, E. Katz, J. Konz, K. Krumpke, L. Holland, M.L. Manns, L. McCane, R. Pente, A. Shope.

I. Call to Order and Announcements

Dr. Frank called the meeting to order 3:16pm and welcomed Senators and guests.

II. Approval of minutes

The minutes of September 9, 2010 were approved as distributed.

The agenda was modified.

III. Executive Committee Report

Dr. Volker Frank reported for the Executive Committee.

Reports of Faculty Assembly

➤ Dr. Lora Holland reported on the September 17, 2010 Faculty Assembly meeting.

UNC Asheville faculty in attendance at the first session of the 2010-2011 UNC Faculty Assembly at GA were the two Faculty representatives, Lora Holland and Pamela Nickless, the FA Parliamentarian, Gary Nallan, and chair of the Faculty Senate, Volker Frank.

Ernie Murphrey, Vice President for Finance, reported on the budget outlook, and noted that the Governor has asked the campuses to prepare budgets with 5% and 10% cuts. At that time the projected budget deficit was \$3.2 billion, but in the most recent update since the meeting a higher figure of \$3.7 billion is projected. Murphrey stated that faculty salary raises are not likely, and furloughs and other types of cuts to faculty pay are still on the table, though he downplayed the likelihood that these will materialize.

Anita Watkins, Vice President for Governmental Relations, reported on her work with the legislature that her most time-consuming task is educating new legislators about the University and its priorities. Her main goals are the protection of the academic core and retaining tuition authority at the university level.

Alan Mabe, Senior Vice President for Academic Affairs, reported that the biennial degree program productivity review is under way. Productivity is being looked at in terms of contributions to general education and the academic core curriculum, not just numbers of degrees generated. The Liberal Arts Core is mentioned in the UNC Tomorrow initiative as necessary for a quality education. It was noted that some small programs may be unproductive, but their elimination will not result in a substantial savings for budgetary purposes; still, periodic elimination of some programs is necessary in order to authorize creation of new programs. This policy has resulted in a net gain of about 100 programs over the last decade. The last program cuts were "voluntary from the campuses."

Also over the last decade, there has been enrollment growth of about 61,000 students. New campus enrollment targets are being established this year, but growth is expected to be in the form of increased retention and transfer students, especially community college transfers, rather than increasing the size of the freshman class.

The system is also participating in a national conversation about targeting post secondary education certificates for 60% of the population. Our Governor will not adopt this arbitrary number, but will work bottom-up from campuses to establish a suitable target percentage.

In the afternoon *ad hoc* committee sessions of the meeting, the assembly worked in small groups to address budget issues, the state health care plan, furloughs, and workplace innovation. Dr. Holland's report included a brief report on the state health care session and she reported for Dr. Nickless on the budget meeting. Dr. Frank will report for Dr. Nallan on furloughs, and on workplace innovation.

In the meeting on the State Health Care Plan, our overall compensation in recent years was characterized as lessened by worsening benefits without reduction in salaries. BCBS has a no risk, cost plus formula that give the insurance company the wrong kinds of incentives and increases costs. As a result of our discussion, the working group made three recommendations:

1. Assemble a blue ribbon panel using university faculty and outside experts to study the State Health Plan. This must include an effort to make more efficient use of state resources.
2. Have forums on overall compensation, including health care, on each campus, and develop a list of talking points for campus discussion.
3. Consider not paying insurance administrators on a cost + fee basis.

These recommendations were endorsed by unanimous vote of the assembled body.

N.B. Some of the wording of this report is taken from the minutes of the meeting posted on the FA webpage (link address listed in Dr. Nickless' report).

- Dr. Holland reported on Dr. Nickless's Budget Interest Group Meeting. The summary is provided by Jim Martin (NCSU).
 - **We were asked to discuss budget issues for consideration by the General Administration.** The main discussion was on the impact of budget decisions on the academic mission of the university.
 - **Protection of the Academic Core**
In 2009/2010, the Faculty Assembly drafted a white paper on Protecting the Academic Core. A definition of Academic Core was agreed upon and a set of metrics was created. The metrics were analyzed using GA data and campus based data.

The Budget Committee recommends that:

1. The white paper be distributed to campus leadership, likely the CAO's
2. Data articulated in the academic core metrics be assembled and regularly tracked. This likely would require a joint effort between a FA subcommittee and GA's planning and analysis division.

This analysis includes only GA data from UNCA. The Senate could take up this analysis. We could create a campus-based analysis of the suggested metrics.

The other two topics in this category were:

- Faculty involvement in decision making and planning
- Faculty involvement in Faculty Workload Policy

Issues for Legislative Initiatives (GA asked that we think about these to provide them some guidance.)

The main topics addressed were:

- Tuition Waivers for University Dependents
- Instate Tuition for all graduate student employees
- Incorporate start-up and infrastructure costs into any modified funding formula
- Develop effective planning for Bond II

Resolution on Academic Freedom

An important piece of new business was taken up: a resolution on Academic Freedom was drafted by the Executive Committee and brought to the floor. After substantial discussion and some rewording, the resolution was brought to a vote and passed without dissent.

Question/Comments

Dr. Fernandes asked what we plan to do on the resolution on Academic Freedom. Dr. Frank said the Executive Committee plans to discuss the resolution then present it to the Faculty Senate. The Assembly has said that if universities and Senates are interested in supporting it, that they have a resolution this semester. The Assembly has been working on the resolution since last semester; it was edited and approved at its September meeting.

Dr. Larson asked if this was in response to some recent development. General Counsel Skip Capone said the resolution is a result of some court decisions, most notably the Supreme Court decision *Garcetti v. Ceballos*. There has been a question about whether the extent of academic freedom that we have always understood faculty to have is going to be recognized by the courts. Even though that particular case did not involve a faculty member, the court in a footnote specifically said, "We are not making any decision about academic freedom and faculty." Despite that, some lower federal courts have used that Supreme Court decision as a vehicle for narrowing what we have always understood academic freedom for faculty to be. This resolution appears to be a way through the Code of the university to re-establish or redefine what we understand more expansively of academic freedom to be. If that happens, it would then be a guarantee as a matter of Code and contract between the university and the faculty and would essentially moot out those court decisions for our purposes. There will be a lot of debate and legal analysis of the wording and intended and unintended consequences.

➤ Dr. Frank read Dr. Nallan's report in his absence:

Eleven members of the Faculty Assembly met from 1pm – 2pm to discuss furloughs. This is a summary of some points discussed.

We think that the legislature should be cautious and careful about furloughs. Furloughs have consequences. They mean a reduction in work. We noted though, that the 2009 10-hour faculty furlough involved the loss of nothing, the loss of no work.

We discussed whether furloughs should be system-wide, or a campus decision. The current year possible furloughs will be campus decisions. We discussed the pros and cons. We discussed how we might highlight the impact of a faculty furlough. Do we cancel academic activities? Do we cancel classes? We discussed the pros and cons. Someone suggested that we do not attend graduation.

We discussed an alternative to forced furloughs, that is, voluntary furloughs offered to all state employees. There are potentially a lot of people who would want to take time off. If the voluntary furlough does not meet the monetary goal, then the state could then turn to mandatory furloughs. We think that there should be a trigger to initiate a voluntary furlough. This trigger should be put into place ASAP.

➤ Dr. Frank reported on the Workplace Innovation ad hoc committee session.

Several themes on improving workplace relations were discussed. One is the idea of using experts on campus to give feedback on particular aspects of workplace relations, such as sustainability, budgetary decisions, and stimulating entrepreneurship among faculty to come forward and make suggestions. Improving workplace relations could include budgetary improvements or budgetary constraints. There is a direct link between sustainability and the budget that could be taken up by a committee such as Workplace Relations. No decisions were made.

Dr. Volker has asked Dr. Nickless and Dr. Holland to report to the Senate after each Faculty Assembly meeting rather than once a year. He found it tremendously useful to attend a Faculty Assembly meeting and to get a sense of how other campuses deal with current issues of concern.

Student Affairs annual report

Highlights of Vice Chancellor Bill Haggard's report follow:

Campus Safety

- Reorganization of the Department of Public Safety and introduction of new director of Public Safety Eric Boyce.
- Report on Full Scale Active Shooter Exercise held in May
- Presentation of Faculty and Staff "911 Guide," a resource for helping distressed or disruptive students.

Increasing On-campus Residential Space

- Plans for a new 300-bed residence hall
- Plans to renovate Governors Village

A Brief Summary of the State of Student Life at UNC Asheville

- Increased Student Activity
- Multicultural Student Activities
- Opportunities for Faculty Involvement

Road Map

Dr. Frank commented on the upcoming challenges that the Senate will discuss in the weeks and months ahead. He addressed specific issues that deserve attention this year:

- **Budget:** Budget decisions, both in the short term and in the long term. Dr. Fernandes updated us on some short term budget considerations last Monday. As an institution we need to come up with proposals, suggestions and decisions by October 29. There can also be ideas about the mid-term and the long term budgetary decisions. Dr. Fernandes alluded to that last month, and the role of some organizations such as the IDC and the budget.
- **Workload:** Dr. Fernandes spoke about addressing faculty workload in terms of the curriculum but also in terms of sustainability. The Senate ought to consider the workload, particularly when it comes to the oft mentioned equivalency items:
 - How to be better at getting credits for what we do.
 - How to accomplish greater equivalency across the natural sciences and the social sciences.
 - Following Dr. Fernandes' report to the Senate on September 9, as well as President Bowles' comments at the Faculty Assembly, we need to consolidate the curriculum.
- **UNC Tomorrow:** The Senate can become a resource of ideas and support. The Senate can also function as a steering committee to help guide visions and coordinate departments, including Undergraduate Research, State of Black Asheville, Asheville Graduate Center and COPLAC.
- **SACS/QEP:** SACS is a major priority and the Senate will assist Dr. Larson, Dr. Manns and Dr. Friedenbergl to assure approval.
- **Faculty Diversity:** We need to work very hard on faculty diversity.

Dr. Frank said there is a considerable degree of agreement between the faculty and the administration in terms of important issues facing us in the year ahead. Since coming to UNC Asheville he has learned that we often talk about co-governance and shared-governance models, but there is confusion about what this means on the part of the faculty and on the part of the administration. Shared governance could be seen as taking place along three levels:

- Co-determination as we see in industrial relations. That would be the most sophisticated, serious level of co-governance.
- Advising: the two bodies advise each other as to certain processes and conditions. That is an intermediate level.
- Co-governance is information. Simple information sharing is going on without major input, without major deliberation. This is the lowest level.

Hopefully we can come to more clarity when we make decisions.

Pharmacy School

The Pharmacy School is here to stay. We as a body, including important levels of the administration, were not always included as much as we could have been. We do not want to repeat the same mistake. Once the Pharmacy School is here, how do we deal with it in terms of the decision-making on space allocations and so forth? Maybe there is an opportunity to revisit some of these issues.

Dr. Frank said Dr. Fernandes mentioned last month that there is a new kind of contentment. He agrees that we may be having a difficult time, but contentment is already a reality at UNCA. We are often ahead of the curve without being aware of it. Salaries: we all know we rank quite low in salaries. The most important thing on our agenda is not higher and better salaries. Another example is faculty workload: we work very hard. Another issue that we had – an idea that we all shared but have moved away from is “small by choice.” Finally, the very focus of the liberal arts, in many ways, is often oriented toward contentment and sustainable living. We share these elements and we have a strong starting point.

Dr. Frank said with a better culture of communication we can get a better model of shared governance. A culture of evidence without shared cultural communication is a poor example of rationalization and ultimately risks leaving us bereft of shared values. He suggested that we establish a mailbox in which the Senate receives feedback from faculty and chairs so we have a better understanding of the importance of different issues and how to gauge them. Secondly, this body often deals with material that has been halfway digested through APC, IDC, and FWDC. He asked Senators to contemplate issues and to bring them to the Senate floor for discussion before giving it to other bodies in the Senate. This is a more dialectic process and we will be a more deliberative body.

Questions/Comments

- Dr. Kormanik added to Dr. Frank’s remarks. He said he would like to see openness in communication. As an example, the Pharmacy School is something that we are going to have, but it was not discussed in the Institutional Development Committee. It was not discussed in the University Planning Council as far as he can understand. He believes this is an institutional planning issue. At the microscopic level, in his experience, he was told what space he would lose. There was no opportunity to discuss any of those issues.

There are larger implications that we are going to have to deal with. He said he did not have a lot of background information, but he read reports where the Review Committee has concerns about the liberal arts mission and its influence on the Pharmacy program. Conversely, the Pharmacy program could have influence on our liberal arts mission. We have to think about that. He quoted from a report on the General Administration website: “It would be challenging for the UNC Asheville science faculty to have similar research outcomes as their counterparts at UNC Chapel Hill. This may lead to inequities in promotion and tenure issues.” Are we going to have faculty who work in this program and have to deal with issues of hiring expectations, tenure and promotion, and workload? All of these are going to engage us in a lot of discussion and we need to have sufficient background information ahead of time.

Dr. Kormanik referred to documents that provided some insight, background and rationale for the establishment of the pharmacy program at UNCA. They come from Board of Governor’s meetings, specifically reported for 9 April, 2010 (see Appendix Q and the several "Tab 7"s down the list).

- Dr. Fernandes said the idea of having a UNC School of Pharmacy on this campus came as a perceived urgent need for the people of western NC. A lot of community leaders, Board of Governors members and Board of Trustees members agreed that the Pharmacy School is a primary way that UNC Asheville could contribute to economic development in western NC. UNC Asheville went after the proposal. We wanted to have the School of Pharmacy here and President Bowles made a decision that it would be placed here. That is received with great enthusiasm, inspiration and joy by thousands of people in western NC.

Many of us on campus are asking, “How did it happen?” How could we not have known about this tremendous need in western NC and about ideas for addressing it? We need to work together so that we are not in this position again. She was not personally involved in the proposal. In her recent involvement, she would say that in five years we will be very glad that the Pharmacy School is here and our

undergraduate students and our faculty will benefit from it. A lot of people are thrilled to see this happen. To see the disconnection between that and us is a bit disconcerting.

- Dr. Meigs said in five years we may look back and say we were so lucky that we got the Pharmacy School. But getting to that point could probably be facilitated by us having a better understanding of how the gears started turning to begin with.
- Dr. Ettari said part of the issue as he sees it, is exactly what kind of institution are we. We have to do our homework about that as well. He has an idea of what a liberal arts school ought to be which is why some of these recent events are quite troubling to him. In this call for further communication he would put this to his senatorial colleagues and his colleagues across campus – who do we think we are? What is that identity and how do we maintain its integrity, given that there are often forces at work that seem to be about reshaping that externally rather than from within?
- Dr. Moorhead said we have become very much an information type communication system and UPC is a classic example. He feels like he is going to a meeting where all he is getting is information. There is very little decision making – very little communication on his part has any influence. The budget is a classic example, where we have 22 days before we have to submit painful information. At one of the UPC meetings when he asked for details, basically the reply was that we do not want to cause any undue anxiety by sharing some of these potential cuts. He found that reply to be even more anxiety provoking. We need to do a lot better job of shared governance.
- Dr. Fernandes said she would be glad to work on Dr. Frank’s idea of having a better understanding of when we need co-governance, shared decision-making, advice, and when we need information only. All decisions are not shared – they are just decisions and she is informed about them. But it would be better if we knew the parameters for those decisions.

Dr. Fernandes said it is her interpretation that UNC Asheville desires to maintain a focus on its undergraduate liberal arts mission and be an oasis, somewhat separate from the community and the region around it. The need from the community and the region became more urgent and UNC Asheville did not understand or respond. The community understood this need and led a successful process that drove the Pharmacy School here. We need to talk about what happened and why so we can be part of our own destiny.

IV. Faculty Welfare and Development Committee

Dr. Gary Ettari reported for the Faculty Welfare and Development Committee.

First Reading

The following document was distributed for First Reading:

FWDC 3: Revision to Procedures Faculty Grievance

(Revision of SD4089S, SD4189S; Faculty Handbook sections 3.6 and 14.2)

Second Reading

The following document was considered for Second Reading:

FWDC 1: Editorial changes to the Faculty Handbook

FWDC 1 passed without dissent and became Senate Document 0410F.

Faculty Handbook

There has been a call to streamline and revisit the entire Faculty Handbook. FWDC is working with Dean Jeff Konz this semester to focus on Section 2 and 3 of the Faculty Handbook.

V. Institutional Development Committee/University Planning Council Reports

Ms. Linda Nelms reported for Institutional Development Committee and University Planning Council.

Institutional Development Committee (IDC)

Highlights of IDC’s introductory meeting:

- Ms. Nelms read a proposed Sense of the Senate Resolution on Off Campus Initiatives. IDC will meet

and vote on the document, but plans to bring it to the Senate in November.

- There were discussions of EPA non-faculty appointments and the problem of administrators being designated as faculty. The first is seen as administrative bloat, but the second is subject to the Delaware Study restrictions and puts an added burden on faculty who must essentially provide classes for those who are not in the classroom.
- During October, Bill Spellman will visit IDC to discuss how other COPLAC schools are responding to new pressures. During November, Karin Peterson will meet with us to discuss issues and expectations relating to Promotion and Tenure in our environment of austerity.

University Planning Committee (UPC)

Highlights of UPC meeting:

- The Chancellor announced that Tom Ross, the new President of the University of North Carolina System will be our commencement speaker for the 2011 Spring Graduation.
- We are required to submit plans to UNC General Administration for both 5% and 10% budget cuts in October for 2011-13. A 10% cut would be equal to \$4M beyond what we have already cut and a 5% cut would be an additional \$2M. Because of the likelihood of these cuts, Chancellor Ponder noted that, in addition to the academic core and student experience, it was important to invest in fundraising initiatives.
- The expansion budget has been updated for 2011-13 and resubmitted to request funds for new initiatives based on UNC Tomorrow emphases on health and wellness, access to higher education (pre-college programs), and technology readiness.
- The initial funding for the Pharmacy School has been finalized, and the long-term upside for additional funding is very positive.
- The *Strategy for Resource Allocation* created by UPC that has guided our cuts through the past years must be reviewed. It was noted that we have begun the process of reviewing how we deliver the curriculum with the right balance between teaching loads and student experiences. We are examining how other institutions, especially peer institutions, are approaching the budgetary challenges, but it is difficult to get hard data because of reporting differences and aggregated balances.
- A brainstorming session revolving around cost savings followed. It included such topics as utilization of external locations, energy saving steps and review of the old activities that may be less useful at present and newest activities such as NEMAC and the Craft Campus. Currently, there is an analysis of outsourcing housekeeping for the new NC Center for Health and Wellness. Cost saving ideas should be referred to the relevant Vice Chancellor, since they are now handling their own budgets.
- Ms. Hanby-Sikora led a discussion on developing a unified campus process for identifying fundraising priorities and telling the UNC Asheville story. Discussion was for a series of conversations with faculty, staff, and students to generate ideas for fundraising priorities. SGA and academic chairs and program directors should be included in the process. Members provided suggestions for fundraising priorities, including a focus on student experiences outside the classroom, the use of environmental sustainability to reduce costs, funding for undergraduate research, support of need-based and merit scholarships, development of the annual fund, and unrestricted endowments.

N.B. Some of the wording of this report is taken from the minutes of the UPC meeting.

VI. Academic Policies Committee

Mr. Rob Berls reported for the Academic Policies Committee.

APC has been working on the ILSOC report, and dealing with learning foundation courses in SD0808F.

Second Reading

The following document was considered for Second Reading:

APC 1: Absence from Class Policy (Revision of SD2002S) (Handbook 3.1.4.3.4)

Three friendly amendments were made to the document: Under #4 the phrase “bona fide” was deleted. Under #2 and #4 “one week” was deleted and replaced with: “at least seven days”.

This proposal puts UNC Asheville in compliance with the mandated General Administration Board Directive on excused absences for religious observance. This change will also free faculty from having to arbitrate what is considered religious observance with students. APC 1 passed as amended without dissent and became Senate Document 0510F.

VII. Administrative Reports

Reaffirmation Update: Mary Lynn Manns

The broad area survey has been analyzed and the results were sent to the campus on September 29th. The broad area is: *“Undergraduate experiences that foster the use of open inquiry, critical thinking, creative expression and effective communication.”* The campus will now have the opportunity to provide input for the specific QEP topic within this area during October and November 2010:

- World Café: October 7, October 22 and November 3.
- Electronic (online) MOODLE proposals and forum.
- Students will have a special opportunity “free format” survey.

After fall break, Dr. Manns will contact faculty to visit classes, and Chairs to attend department meetings. During the week before Thanksgiving, the campus community will have an opportunity to express their opinions on these topics and vote. The timeline is available at <http://sacs.unca.edu/sacs-qep-related-links>.

Academic Affairs: Provost Jane Fernandes

Provost Fernandes reported that the Board of Trustees has set as its top priority: “arriving at a reasonable teaching load for UNC Asheville faculty” and they will take it up with the Board of Governors. The BOT believes that a teaching load of four and four is too high for us. A committee with Senate representation will bring a proposal on revised workload.

Budget: The budget situation is very serious. She is asking department chairs to work on various scenarios related to budget cuts. She would also like to ask the Senate Executive Committee to work with its governance committees on the same scenario and give feedback through Dr. Frank to her and the Deans. UPC’s Resource Model that was recently revised will be used for guidance.

Diversity: Dr. Fernandes said she was happy to hear Dr. Frank say that faculty diversity should be one of our priorities. Enhancing or increasing faculty diversity is one of the actions that the Diversity Action Council has recommended as a result of the Climate Survey.

Comments

Dr. Frank said the comments that Dr. Fernandes and Chancellor Ponder made to the Board of Trustees should be applauded. They both said that faculty work very hard, and obviously it must have had an affect on the Board of Trustees because they have made our teaching workload its top priority. While there may be moments of disagreements, there are also moments when Dr. Ponder should be recognized for telling the Board of Trustees and other institutions that we are a hard working group.

Student Government

Highlights of SGA President Courtney Galatioto’s report:

- 10 free STI tests a year to students.
- Working toward sustainable initiatives. The residence halls, Highsmith Union, and the dining hall will have an “earth hour” where once a month everyone will voluntarily turn off lights and SGA will record how much energy was saved during that hour.
- Faculty are being asked to turn off the lights when they leave a classroom and also to not turn the lights on if there is enough light from outside.
- Working on a bi-weekly email newsletter to students about what SGA is doing.
- There will be an Advising Fair to consolidate the most frequently asked questions into one event.
- The Association of Student Government has monthly meetings and is working with the Board of Governors on drafting a four-year tuition plan.
- Temporary shuttle expansion.
- New bike racks.

- When students ask faculty about money or resources, please take the time to answer them if you can. Students feed off of faculty energy and look to faculty as leaders.

VIII. Old Business

There was no Old Business.

IX. New Business

There was no New Business.

X. Adjourn

Dr. Frank adjourned the meeting at 5:28 pm.

Respectfully submitted by: Sandra Gravely
Executive Committee