

THE UNIVERSITY OF NORTH CAROLINA ASHEVILLE
FACULTY SENATE MINUTES

February 2, 2023; 3:15 pm, Laurel Forum, Karpen 139

Members: D. Eggers, A. Laughlin, J. Butera, B. Sanft, B. Butler, D. Clarke, A. Cossette, B. Hook, S. Kapur, R. Tatum, E. Tomberlin, L. Ward, C. Whitlock, S. Williams, J. Zunguze; H. Holt.

Visitors: K. van Noort, J. Beck, R. Bell, A. Boakye-Boaten, C. Boone, B. Bourne, S. Bryson, R. Criser, J. Dougherty, M. Fox, M. Ghidina, Matthew Greene, Melinda Grosser, M. Himelein, L. Horgan, K. Kauer, C. Kennedy, T. King, J. Konz, L. Linton, J. Liposchak, M. McClure, C. Muken, E. Pearson, J. Pisano, T. Rizzo, A. Rote, A. Shope, A. Strickland, M. Stryck, D. Traywick, C. Williams.

I. Call to Order and Welcome by Faculty Senate Faculty Senate Chair Dee Eggers

II. Approval of Minutes: December 8, 2022 and Special Meeting January 12, 2023
The minutes from both meetings were approved without dissent.

III. Interim Chancellor Kim van Noort Remarks:

- Kortni Campbell, the Vice Chancellor for Admissions, has left the university to go to Johnson Wales. Admissions and Financial Aid has been moved under Meghan Harte Weyant, who is the Vice Chancellor for Student Affairs. Although not an expert in Admissions or Financial Aid, she is a really good organizer, and someone who is able to take a situation and figure out what needs to be done and help the people make a good transition. There will not be a search immediately for the replacement for Kortni Campbell until we have had conversations (and Senate will be included) about successful admissions and recruitment looks like.
- We have more data now than the Chancellor has ever seen before about what is happening in Admissions, and the news is good. We have over 4,000 completed applications at this point, and we have admitted 2,800 students to date. We need more students as we enter this crucial period called the yield period where we try to convert the students that we have admitted into students who are actually moving into the dorms in August. This is a huge process, and everyone is working very hard. They will be reaching out to faculty to help with this process by reaching out to students individually as well as allow them to attend class so students especially WNC area students starting in 10th grade are connected to our campus community. been contacted. It is important to be in local high schools contacting potential students early in their high school careers. They are also focusing on specific targeting out of state now that out of state student can make up 25% of the student population (up from 18%). They have been in Washington, New Jersey, Georgia, and Florida in markets we have been successful attracting out of state students. They are interested in building more markets so let them know your ideas. The goal is enrollment and retention.
- The Student Success Task Force has met, and she is grateful for their service. They had many conversations about the kinds of academic support to provide particularly on the academic side.

- The Mathematics Department is piloting coaches in pre-math and computer science providing supplemental instruction like coaches in all calculus sections for we know that students have trouble in calculus that provides a big risk of them leaving.
- What do we know about other students? How do we know which groups we need to focus on? We are going to start digging into the Civitas more to figure out some of these indicators.
- They are moving on filling some of the vacant positions. They will start the search process in the Human Resources area shortly looking for more help in the area of Institutional Equity (Accessibility, DI, Title IX). Heather Lindkvist is fantastic but cannot do it all by herself much longer. We need a really vibrant and important group of people working on equity issues here and they will consult with Senate about this.
- They are beginning forecasting the Fiscal Year 24 Budget. John Liposchak is working very hard on this. They are consulting with our financial partners at First Tryon in Charlotte to help us do some forecasting to begin budget discussions. They will return to this body to talk about what the plan needs to be and gather your thoughts. For the next two years we will need to draw down a bit. We talk about new initiatives and we do not talk much about what we do not need to do. We have to be able to reduce briefly while still planning five years out.
- Interim Chancellor van Noort has been sending out bi-weekly updates. If anyone has something they wish to know or they know news that would be of interest to the campus community, let her know so she can address them in the update. She takes her responsibility of being a good steward for all of our resources and she promises to do that transparently. Anytime you have a question, ask for if she does not have the answer, she can find it and get the information out through the updates.

IV. Reports to Senate:

Salary and Compensation Committee Report Chair Mark McClure
[Committee Report Outline and Presentation Slides](#)

Mark McClure chair of the Salary and Compensation Committee gave their annual report to Faculty Senate reviewing the committee's findings as well as presenting their recommendations.

The Committee membership consists of:

- Mark McClure (Professor of Mathematics and Chair)
- Judith Beck (Senior Lecturer of Physics)
- Robert Bell (Director of the Writing Center)
- Gary Ettari (Associate Professor of Literature)
- Melissa Mahoney (Associate Professor of Economics)
- Sophia Ungert (Executive Director, Family Business Forum)

They received significant input from their ex-officio members:

- Kimberly van Noort (Interim Provost)
- Jaime Head (Associate Director of Classification/Compensation and HRIS)
- John Liposchak (Budget Director and interim CFO)
- Jeff Konz (Director of Institutional Research)

He began his report by show a graph of his salary dating back to 1997 where it looks to be increasing. Then he showed his salary adjusted for inflation using data at the national level. However, we know Asheville is different where living expenses is significantly more here, particularly when it comes to housing. Nonetheless using national data, this is solid evidence that over the last six years, his real salary has been going down noticeably. This is the case not just for him but probably others here as well as those at other institutions

He showed the average salaries at UNC System schools, all employees, faculty and staff, excluding medical personnel at medical schools. The average salaries for UNCA employees are quite close to the bottom. This graph does not take into consideration differences in cost of living of areas where institutions reside. The next graph showed once adjusted for cost of living, we are in last place.

This committee was formed due to events in 2021 when UNC Asheville received its largest appropriation truly an achievement. In her announcement, Chancellor Cable also mentioned one other specific item in the budget, 2.5% pay increase, which was good news. What was not clear was the raise was not specific to UNCA. In fact, this was a statewide state employee raise. His understanding was there were administration proposals requests to help stabilize our salaries that did not happen.

The day after the Chancellor's announcement, Peter Haschke responded publicly pointing out that while this was on the face of it good news, we still continued to experience a salary decrease. Not long after that, Peter and other faculty including Mark McClure gathered to discuss what we viewed as a very serious situation. They gathered data and put together a document signed by close to 100 faculty members that was presented to FWDC. As a result, this committee was formed. Their charge is to investigate two issues:

1. How does compensation at UNC Asheville compare with various benchmarks?
2. What recommendations to be made to improve the situation?

From their perspective, the committee believes that the revitalization plan has a lot of positive aspects and they support it. Nonetheless, the reality is we got to get more support from the State. That has got to happen at some point. They understand that the items in the revitalization plan make perfect sense not just fiscally but in terms of having a healthy community. They encourage the administration and the faculty to support it.

However, there are two fundamental challenges. One, instability in our senior leadership though Mark McClure made it clear he is impressed with our new interim chancellor. She has good connections to help things happen. He has met Michael Stryck last week and he has no doubt in terms of our brand and marketing. There are challenges in enrollment and retention where great things have been going on, but at the end of the day, there is a limit to what we can do because increasing enrollment

alone cannot solve our budget problems and that accentuates the fact that we do not know what is going to happen next month. The second major issue with the revitalization plan and brings us to the second portion of our recommendations, is that honestly it takes too long. We have problems that need attention now. The reality is we have got to have more support from the state sooner rather than later. He finds it shocking and amazingly disappointing that we received that huge influx of money for specific new items, much of it recurring, but none of it is going into the human resources that are already here teaching and supporting students. This situation needs to be relayed to the legislature.

What do we do? There are some small things that we can do for the climate. First, we all need to recognize that we are all in the same boat - everybody that you are interacting with professionally has similar kinds of problems. Speaking here to Faculty Senate, he wanted to emphasize so they know that the situation is generally much worse for staff and that has had a significant impact on our student retention. In reality, we are talking about folks who generally make less and have fewer safeguards than faculty. That is one of the revelations he met up close and personal in the course of working with his fellow committee members is the huge challenges staff member face.

There are some low number of things the administration can do to improve climate. Ideas the committee came up with were to put a few bucks to go to lunch a couple times month on employee's OneCard. Also, outings like what happened with basketball games that was awesome.

Another idea is it is unfortunate that that it is easier for faculty to receive stipends than it is for staff. Initiatives where the ultimate intent is to increase enrollment should be explored.

In closing, the committee recognizes that what is happening to UNC Asheville is not unique. There are institutions facing more challenges than we are that is particularly true of liberal arts schools. He showed a slide that showed the enrollment trends at public liberal arts colleges. Contrary to where we are among UNC System schools, when you compare us against public liberal arts schools, what you find is that on average, we are not as bad and a little better than average. There are good schools represented in that chart. This suggests that we had some user base. He opened the floor up for comments and questions.

Jessica Pisano thanked Mark McClure for mentioning the issues for staff as well as sharing his own personal story. As a non-tenure track faculty member, she would like to share her own story. She worked in public schools for nine years before shifting to Higher Education. If she had stayed in the public schools in North Carolina, where folks are leaving the public schools because of pay, she would be making more than she is making right now that includes two stipends added to her base salary for two administrative roles. She has been here eleven years and has had the benefit of being around when there were merit increases. Her base salary is a lot higher than a lot of the newer, more recently hired non-tenure track faculty. This is a problem across the board.

Ashe Cosette asked, "Where is our support? Why is the state not supporting us?"

Kim van Noort responded that there are a couple of things that strike her as important to understand. One is about 35-40% of our budget is from state appropriation. In Colorado, their university's appropriation is 9% and in Texas it is 18%. We have one of the highest state appropriations in the country. How do those other schools make it, if they do not have as much state appropriation as we do? Their tuition

is higher. For us, we have had a tuition freeze where we have not been able to raise our tuition in six years. The appropriation has crept up very slowly so we have had to increase fees. The issue is when your enrollment goes down, and fee revenue goes down, it costs us more. We only have 85% of our dorm rooms filled right now. That is revenue that we are not getting. We have some other places where we are not maximizing revenue. John is talking a lot about how we diversify revenue streams.

If the state appropriation for us is not going to go up, what are we going to do about that? She believes we have to start thinking of ways.

The funding formula in the state, prior to this year, has not been friendly to primarily undergraduate institutions. Schools have added graduate programs because that is like triple the amount of money that you get. This is controversial because of the expense that raise the question on whether a student needs a graduate degree. We are primarily an undergraduate institution so the funding model by the state is also not friendly. However, that is changing. She thinks we are actually going to begin to see some benefits. Once we get further along and know more about the numbers, they will explain this. She does believe we are severely disadvantaged by the funding model because we do not have graduate programs. Also, we do not have programs that are funded at higher rates like STEM programs and nursing. There was a built-in structural disadvantage.

The question is now, how do we get the new funding? How do we begin to position ourselves to actually take advantage of what we can take advantage of? We used to get a special designation years ago.

What are the strategies if they are not going to come down and say, "Okay, UNC Asheville is in a bad spot, we are going to give you X amount of money to get you here, which may or may not happen. That a big question: "What are some other options for us? What are the possibilities?" We have a lot of good here and the role of this committee is not temporary.

John Liposchak pointed out that we are overjoyed by the changes in the funding model. One of the reasons is it rewards you as you grow and increase your student credit hours. However, you also pay a heavier penalty if you continue to decline. Thus, the focus on enrollment and getting students in here if nothing else could stabilize and start our growth. We are not the only school experiencing this. Other more sizable schools are in the same boat and they are going through the same things that that we are trying to figure out - Where do we go from here? Be aware that we have this slight downturn because of the change of model where we have still decreased due to looking backwards at prior calendar years. It is absolutely critical that we all focus on growing enrollment and retaining students. It is about total student credit hours. The student credit hours of incoming freshmen are paid the same as keeping the sophomore whose think about leaving when they decide to stay with UNC Asheville. Retention and recruitment are equally important.

Kim van Noort relayed that the good news is only 50% of the new funding is dependent on enrollment. The other 50% is dependent on a series of five metrics. We will take time in the next meeting to begin to talk about where we are on the metrics such as graduation rates, undergraduate degree efficiency, student debt, instructional costs, first time transfer, and graduation rates for Pell-eligible students. These metrics are set by the state and we have targets. Since Senate has not seen the metrics nor the targets, we will do metrics and targets at the next meeting. When we hit targets, we get

more money than we otherwise would not get. We want to be practical and pick the targets that is going to give us the most money. She and the Chief of Staff Amy Strickland have received last year's numbers and they will report back on how much more money we are going to get there. This is why she said strategically there are some levers that now we have control over that will help.

Toby King, Faculty Assembly Executive Committee member, relayed that he was of the understanding all the other two-delegate to Faculty Assembly schools and schools of our size in the UNC System have some kind of special designation funding from the state that we do not receive. Even among the two-delegate size schools in the UNC System, we have a unique disadvantage as well.

Kim van Noort believed the schools that Toby was referring to are the School of the Arts and Elizabeth City, both are receiving that funding for very, very different reasons.

Toby King replied in terms of how we how it appears to us, we are not getting the support that some of the other schools our sizes are getting. They may receive the support for different reasons, but he thinks we deserve a special designation to compensate for the differences. That is the advocacy many have advocated for and thanked the Interim Chancellor for the work she has done in that area.

Rob Tatum asked regarding recruiting out of state students and how by starting with enrolling one student from an area or a school then builds to recruiting more students for those spaces. Along those lines of thinking, are we targeting those who are already here from out of state and working backwards?

Kim van Noort replied that we are targeting areas and schools where we historically already have a foothold.

Rob Tatum suggested other venues are those who have experienced out area being a destination place from camps and other opportunities. Do we have access to that sort of data? He sees students to come to our university because they have visited here and love this area.

Michael Strynick replied that we do have access to that data. One statistic is the Asheville Airport set a new record last year - 1.8 million passengers. They are doubling the size of their footprint. Allegiant is adding more and more direct routes. In terms of out of state student market, we are at 13% right now so we have an almost 100% growth possibility there. We just kicked off our digital advertising campaign with Carnegie, which will begin in about three weeks, and we are looking at yield and building our prospect and inquiry pool. Our three out of state target markets right now will be Florida, Georgia and South Carolina based on our historical data.

Kim van Noort relayed the other thing to keep in mind is it is not going to work to say we need more funding because we are special. We have to say we need more funding because we are doing this. show what we are doing, and what our students are doing. Look at the great outcome we have, and we can offer this kind of experience at a public school price and that to continue to do this then we need support. She believes that is what is going to work to receive more funds.

- V. Faculty Assembly Representatives Aubri Rote, Christine Boone
Toby King serving on
Faculty Assembly Executive
Committee

[February Faculty Assembly Report](#)

- VI. Executive Committee: Faculty Senate Chair Dee Eggers
***Second Reading**
[EC 1](#) Revision to UNC Asheville's Copyright Use and Ownership Policy
[EC 2](#) Revise Responsibilities of the Enrollment Services Advisory Committee
Faculty Handbook [Section 10.4.7](#)

Dee Eggers began her report by returning to the vacancies on Senate currently and the issue of the alternate pool. At the moment, we have need of all three remaining alternates. The Executive Committee has wondered if we need to have 4 alternates elected each Faculty Elections year in order to continue to have a sufficient number in the alternate pool. We could benefit from a deeper bench of 8 alternates. She wanted to give a heads up about the situation that Executive Committee is reviewing where we may need to move some Senators around on subcommittees to maintain the balance of divisions in each subcommittee. At moment, APC does not have representatives from the Humanities Division. They will probably be bringing forward a proposal to put before the faculty at large a change to the Faculty Senate Constitution to enlarge the alternate pool to fill vacancies as well as help keep the balance of divisions on the Senate subcommittees.

Dee Eggers also shared what she heard from a presentation given by President of Project Kitty Hawk that it is a tool that focuses on recruiting students for participating schools online programs and supporting and retaining them while they pursue a degree or other education goal. They also help with some career services. The Kitty Hawk Project support the student while they are in school, keep the student on track, and they do some career placement or advising support afterwards. They do not deliver a curriculum. We may want to think about for us what kind of implications that would have in terms of our identity, our mission, and whether that is something we are interested in doing or think we could do.

Kim van Noort relayed that is something that will be while before they have a smooth-running operation. The good message that we got was that we do not have to sign on anytime soon. We can watch and see what other schools are doing before deciding whether that makes sense for us. She does not believe there is a tremendous amount of pressure.

Scott Williams wondered if the project comes with new faculty lines. He wonders how that funding would work.

Dee Eggers said she thought we could hire other people with the additional money that those specific students would bring to us. We may be able to allocate our faculty, but details are unknown. In fact, the start date for the first year has been pushed back from next Fall 2023 to Fall 2024. She added that the break-even enrollment number for Kitty Hawk was reported to be around 900 students and that could raise questions about how it would affect the identity of our institution, whether it would be consistent with our

mission, and whether we would want to participate.

Regarding Second Reading documents, a motion was made to accept EC 1, which was seconded. No discussion. EC 1 passed without dissent.

A motion was made to accept EC 2, which was seconded. No discussion. EC 2 passed without dissent.

VII. Academic Policies Committee: First Vice Chair Andrew Laughlin
[Decision Summaries](#)

***First Reading**

[APC 11](#) Add CSCI 185 to the approved list of courses that satisfy the programming requirement for mathematics majors (Becky Sanft, MATH)

[APC 12](#) Delete ATMS 113; Change course title and corequisite for ATMS 111
[APC 13](#) Change course title and course description for ATMS 305; Change course description for ATMS 455 (Chris Godfrey, Douglas Miller, ATMS)

Second Reading

[APC 6](#) Add new course, LANG 110, to the ENGL/LANG curriculum (Jessica Pisano, Robert Bell, ENGL/LANG)

[APC 7](#) Delete MGMT 352, 357, 388, 424, 426, and 427
[APC 8](#) Add Prerequisite to ACCT 216, Principles of Accounting II
[APC 9](#) Change the name of the Department of Management and Accountancy to the Department of Business; Change the Management major to a Business major; Change the Management minor to a Business minor; Change the MGMT prefix to BUS throughout the catalog (Marcia Ghidina, interim Chair, DMA)

[APC 10](#) Add two new courses to BIOL (Melinda Grosser, Matthew Greene, Jonathan Horton, BIOL)

After introducing the First Reading Documents and asking faculty with concerns and questions about them to contact him immediately so APC may have an opportunity to address those, Andrew Laughlin asked if any senator would like to pull a document from the Second Reading bundle for approval in order to have a discussion or to ask questions.

Jake Butera asked to pull APC 9 from the bundle for a question.

The APC Chair pulled APC 9 from the bundle and asked for a motion to accept APC 6-APC 8 and APC 10. The motion was made and seconded.

Andrew Laughlin asked for a motion to pass APC 9. The motion was made and seconded.

Jake Butera asked a question for clarification whether it is the case that management as a designator is the same as business as a designator, or is management considered a subfield of business.

Marcia Ghidina, Chair of the Management and Accountancy Department that management is a subfield and business is broader.

Jake Butera responded he has some concerns because the name has been changed in part, he believes is that students use the name. There is recognition amongst other departments, other

universities – that sort of thing, but we have not changed the curriculum from what it was before. If management is something more specific and a subset of Business, and we are simply change the name, but not the management curriculum that we offered before, are we not kind of misleading people who are coming here? That is the student is coming for a business degree that is composed and designed as specifically management, not as the broader designation?

Marcia Ghidina replied if that were indeed the case, she thinks that would be a big concern. She thinks actually what is now taught is a Business curriculum that is called Management.

Jake Butera said that was great.

Marcia Ghidina said further she believes the name change is bringing it more in line with what the curriculum is because the curriculum includes more, though not every single aspect of business just yet, but it includes much more than management. Business is actually more reflective of what the curriculum is.

Jake Butera replied that was perfect, and thanked Marcia Ghidina.

Andrew Laughlin offered to allow Marcia Ghidina the floor to speak further on the proposals, and she declined saying she preferred to field questions.

Andrew Laughlin asked if there were further questions.

Interim Provost Herman Holt asked if there are any personnel impacts.

Marcia Ghidina answered there are none.

Herman Holt further asked so the faculty in the department currently, their specialization falls in line with a change to the medium of Business.

Marcia Ghidina answered yes saying that again the curriculum already was covering that. Their expertise is consistent as the major.

Rob Tatum asked a related question. Following up on the original question, in what ways do you see that it is covering Business beyond Management now and in what ways do you see in the future.

Marcia Ghidina relayed that right now the curriculum covers material like household management that includes from Business accounting rules, organizational behavior, global business, law and ethics, and strategy. That is how it is now. When we get more staffing in the beautiful future that I hear is coming, we would like to include more human resources, as well as areas such Business Finance that they rely on the Economics Department courses. She is not currently proposing these for they are not going to grow right away

APC 9 passed without dissent and 1 abstention.

VIII. Faculty Welfare and Development Committee: Third Vice Chair Becky Sanft

[Decision Summaries](#)

Second Reading

[FWDC 3](#) Revise Peer Reviews of Teaching for Lecturers
Faculty Handbook [Section 3.3.3.1.2](#)

[FWDC 4](#) Revise Service Expectations for Lecturers
Faculty Handbook [Section 3.3.3.1.2](#)

[FWDC 5](#) Revisions to Lecturer Definition
Faculty Handbook [Section 2.1.2.1](#)

[FWDC 6](#) Revise Lecturer Contract Lengths
Faculty Handbook [Section 14.2.III.C](#)

FWDC Chair Becky Sanft presented the four documents up for Second Reading and vote. However, she first wanted to say that our Lecturers are a wealth of experience to our

community. They play a vital role on our campus supporting the mission of the university. In order to support the work of our Lecturers and offer some more clarity and expectations, FWDC collaborated with some Senior Lecturers on campus. Becky Sanft appreciate Jessica Pisano and Caroline Kennedy for being here today and helping us through this and for soliciting feedback from Lecturers on campus. FWDC also consulted with our Interim Provost last semester.

Becky Sanft asked for a motion to approve FWDC 3. A motion was made and seconded. FWDC 3 changes the frequency of required peer reviews of our senior lectures from every academic year to every other academic year allowing senior lecturers to conduct peer reviews of their colleagues. No questions. FWDC 3 passed without dissent.

Becky Sanft proceeded asking for a motion to accept FWDC 4. The motion was made and seconded. No discussion. FWDC 4 passed without dissent.

Next, Becky Sanft asked for a motion to accept FWDC 5. The motion was made and seconded. FWDC 5 corrects language that appears nowhere else but in the Faculty Handbook as well as proposing to change the initial contract length to two years for lecturers. FWDC 5 also adds explicitly the teaching load expectations for lecturers. This is clear in the Senior Lecturer section, but it was not in the section for Lecturers. No discussion. FWDC 5 passed without dissent.

FWDC 6 goes through the faculty ranks and aligns them with previous passed documents. A motion was made to accept FWDC 6, which was seconded. No discussion. FWDC 6 passed without dissent.

Becky Sanft concluded her report by again thanking Jessica Pisano and Caroline Kennedy for working with FWDC. They really appreciate their feedback.

IX. Institutional Development Committee / UPC: Second Vice Chair Jake Butera
[Decision Summaries](#)

Jake Butera reported that IDC does not have documents for consideration at the moment. Next week, on Thursday, they will hold a joint meeting with FWDC, along with Heather Lindkvist (Title IX), John Dougherty (General Counsel), and Christy Williams (Human Resources) to talk about the University's Bullying Policy. Committee members have been asked (he would also ask Senators to also) to reach out to hear constituents provide examples of the type of conduct they are interested in potentially addressing at this meeting. They have already heard from a couple of people with specific examples that they would like us to address, but he invites anyone to bring concerns to that meeting. They're welcome to attend in person or email Jake Butera.

John Dougherty clarified that they are interested in hearing about types of conduct with generic examples of things that may happen. They are not addressing specific situations and will avoid any discussion of specific situations or personnel issues. They are interested in your experiences to know the types of conduct that may be potentially have concerns about how they may be addressed. Some may already be address by current policy. John Dougherty summed up that they are interested to hearing concerns to see what may already be addressed in policy and see what is not addressed could potentially be addressed in policy.

X. Old Business / New Business / Adjourn Faculty Senate Chair Dee Eggers
No new nor old business.
Dee Eggers adjourned the meeting adjourned at 4:45 pm.