

THE UNIVERSITY OF NORTH CAROLINA ASHEVILLE
FACULTY SENATE MINUTES
October 6, 2022; 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, L. Kloeppel, J. Li, R. Tatum, E. Tomberlin, L. Ward, C. Whitlock, S. Williams, J. Zunguze; Kim van Noort.

Members M. Bettencourt.
Excused:

Visitors: N. Cable, A. Boakye-Boaten, C. Boone, S. Bryson, M. Cameron, J. Cone, R. Criser, J. Dougherty, M. Fox, B. Hart, A. Henry, H. Holt, L. Horgan, D. Jandrew, M. Johnson, L. Jones, K. Kauer, R. Keroack, T. King, J. Konz, L. Linton, J. Liposchak, M. McClure, E. Pearson, K. Picirillo, J. Pierce, T. Rizzo, A. Shope, A. Strickland, M. Strysick, D. Traywick, J. Wilcox, C. Williams, A. Wengrow.

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

II. Approval of Minutes: September 1, 2022
The minutes for September 1, 2022 were approved without dissent.

III. Reports to Senate

- Open Enrollment for 2023 benefit changes: Karla Piccirillo, Melanie Johnson
Karla Piccirillo wanted to remind everyone that it is the annual Open Enrollment time for benefits. It is from October 5 through October 28 meaning you only have 3 weeks to complete your enrollment for 2023. There are two portals to access in order to complete enrollment in its entirety. All have to go in and fill out the tobacco attestation in order to save 700 a year on premiums. In addition, if you wish to choose 80/20 instead of the default 70/30 option you have to go in and choose that even if that was your choice last year for the system always changes those back to 70/30 before enrollment each year. Contact Human Resources for assistance.
- [Athletics Report:](#) Director Janet Cone
[Annual Report 2021-22](#) [Athletics Budget FY23](#)
[Highlights](#) [Be A Top Dog](#)

Beginning the Annual Athletics Report, Janet Cone (Senior Administrator for University Enterprises and Director of Athletics) introduced the following team members:

Jeff Wilcox	Faculty Athletic Representative
David Jandrew	Associate Athletic Director for External Operations
Laura Jones	Coordinator for Bulldog Mental Health Services
Richard Keroack	Assistant Athletic Director for Finance & Business Operations

They presented the reports that are linked above.

Janet Cone ended her report by saying she loves this university and appreciates the work of the faculty with all our students.

- Presentation of Current Budget: John Pierce, John Liposchak
[UNCA Revitalization Plan](#) [FY23 UNCA Budget Presentation](#)

John Pierce began his last report by reflecting upon his last fourteen years here and thanked the faculty for their hard work at the university that he lamented is a really special place.

They are in the search for the person to fill his position now he is retiring. In the meanwhile, John Liposchak, the Budget Director, will be the Interim Vice Chancellor for Budget and Finance and Mary Hall, the Assistant Associate Vice Chancellor of Finance will become the Treasurer of the Foundation.

At the last Faculty Senate meeting, John Pierce presented the revitalization plan. He asked if there were any further questions regarding that.

Mark McClure said he appreciated the revitalization plan presentation and understand the positive aspects as well as its limitations. However, it has been disappointing for the new Compensation Committee to learn that appropriations cannot go to stabilize salaries. What can we do?

John Pierce relayed that important steps were taken last fall where they started with the Board of Trustees presentation that they also showed to several key members of the UNC System Board of Governors and NC legislators. We were successful in that our ask was 15 million and we received 7 million. We were successful; however, we really need the other 8 million so we will need to continue that effort. At the same time, we will need to look at our enrollment to ask what we can do as well as work on our branding and highlighting our distinctiveness. However, we are not the only UNC nor COPLAC institution with these challenges. Salaries is a revenue question where the key factors are enrollment, state appropriations, and cost of living and housing. Regarding branding and communication, John Pierce introduced Michael Strysick and asked him if he wished to say a few words.

Michael Strysick is the new Chief University Communications/Marketing Officer. He has been here for one month. He thanked everyone for the warm welcome that has been extended. He has spent the first half of his career in the classroom teaching English at Davidson and Wake Forest. At Wake Forest, he made the transition from the classroom to administrative work in Communications and Marketing. They have begun the research and discovery process of the branding work that will take until May to complete. After that, they will begin the process of brand platform and creative expression. They are also getting the website redesign project going. This process actually started two years ago but was put on the back burner. He is committed to making as many substantial changes as we can quickly. His plan right now is working with our partner Stoner and Carnegie to have a two-phase project. The first phase would redesign the homepage and the thousands of pages that directly support recruitment. He has a meeting on Wednesday to get that set up. His goal is to launch by February/March. He is also in conversation with the partner regarding our enrollment challenges and a brand refresh. We are facing the headwinds of the enrollment cliff of 2026 that is directly tied to the decline in birth rates with the 2008 recession and 18 years from now, we are going to have similar challenges because of the pandemic for there is not enough growth to go around to all existing universities. We are going to be competing even more fiercely for students. That is why the work that we are doing us very important.

John Pierce then introduced John Liposchak who would give the Budget Presentation that they will be giving to the Board of Trustees next week.

John Liposchak began by saying when he took the budget directorship a year ago, he campaigned on more transparency and he wants to continue to offer that. He understands that not everybody wants to know how the budget works, but those who do, they want to come in and talk. Suzanne Bryson will be the primary support for Academic Affairs. She has already been working with a number of the chairs. They want to be available to those who wish to understand how we function, where our money comes from, the different profiles of the funding that we bring in, and where we spend the money, some of which is in the presentation although we do not have time to do a deep dive today. John Liposchak covered the [nine slides on the current budget](#).

In the past, we had to wait for the state to tell us how much we had before building a budget. This meant that most found out about their area's budget in October or November for the year starting the prior July. The system office has a new process of budgeting, which is more than just state funds, but all of the institution's funds where they are allowed to have a preliminary budget of what they expect our operating budget to be for the next fiscal year in order to have a static and understandable budget.

Basically, the first slide show our typical carry forward in any given fiscal year. Our carry forward is limited to 2.5% of our appropriation. The money that is carried forward may not be used on salaries. This money must be used on one-time use items and has to be spent by June 2023.

The second slide shows the staff open position trend as of June 30, 2022. John Pierce pointed out that dollars shown are not savings to be spent somewhere else, but used to offset losses from our enrollment losses that reduce our state appropriations.

John Liposchak moved to the next slide to go over the key items for this year's budget (FY23). It shows the allocations for the special funding we received to help faculty and staff as well as students. Admissions and Financial Aid staff are working to design new programs to entice students to attend our university. In regards to the Labor Market Adjustment Reserve (LMAR) of 1% to be used for salary increases, the guidance from the system office was to primarily focus on the staff, including critical workforce and lower paid employees. We all have issues around cost of living in Asheville. HEERF funding is the federal money that came in two and a half years ago that expire on June 30, 2030. We have leveraged everything to help our students through the challenging period of COVID including the sneeze guards and other protections. They also allowed us to use that money to replace revenue that was lost related to COVID.

The next few slides broke down several items:

- Planned spending of the carry forward money for FY23
- State Funding Plan for Student and Enrollment Success
- Revenue and Expense worksheets for End of Year 2022 and Annual Budget 2023 noting the net change from one year to the next

Looking at the slides, they have used the money to address needs knowing these are one time funding due to COVID. Going forward, they will work to make substantial asks for recurring funds that means they will start to a longer term process that really comes about through advocacy. John Liposchak explained due to the timing of receiving funds was January/February that they were unable to put meaningful plans in place. They wanted time to evaluate to make sure they spent the money for the right purposes. As a result, they spent less last year, and by negotiating with the state budget manager, they were able to carry all that

money forward to the next year to be available this year. These are the preliminary lists of what the money will be used for.

John Liposchak closed with the last slide showing next steps and priorities for moving forward. He then opened the floor up for questions.

Dee Eggers asked if the funds for improving retention be used for creating new positions.

John Pierce replied that they can and have for you cannot build a skyscraper on sand and you have to have the people to help implement efforts for retention. The reason for centering on enrollment and retention is that is the focus where the state appropriates recurring funds. When our enrollment goes down, we incur a state appropriation impact that result in funding losses. It is key that everyone is aware of the intense focus on enrollment and retention in order to increase the revenue for this university. This is absolutely key.

John Liposchak added there are people in the Budget Office who make sure we get to where we need to and always at the top of that list is what are the things we need to invest, not just to survive today, but will help us grow. The key is not only to bring in new students but to retain our current students. That is why the marketing campaign needs to build excitement on campus as well as attract new students.

Dee Eggers suggested to spend money for faculty and staff development opportunities related to retention. She looks forward to hearing more about that idea. She thanked John Pierce and John Liposchak for their work and the presentation. She then turned the floor over to Interim Provost Kim van Noort who will relay more details about retention efforts.

Retention and Global Studies:

Interim Provost Kim van Noort

Interim Provost Kim van Noort began by introducing herself. She is by trade a professor of French literature, post-war World War II novel, mainly in theater. She taught for 21 years at the University of Texas at Arlington as well as having a series of administrative roles including Director of our university college and student success initiatives. She has a lot of experience in student success, retention efforts, particularly for freshmen and sophomores. She comes from the UNC System where she has been there for six years and is still there.

She has never seen support for Asheville so high because there is a real recognition of the very special nature of this institution. The historical award of \$7 million is a big deal and is the equivalent to \$148 million endowment. Kim van Noort wanted to talk about some of the ways that Academic Affairs is spending this money. Basically, what we have been doing is following the model that Athletics has been successful for decades, which is surrounding students with a variety of supports. All are familiar with the Writing Center, tutoring, and the Math Lab. These are traditional supports where the students go, get help, and return again as they need help. These days we are being a lot more intrusive and doing many things that we have learned from athletics.

They are also implementing ideas from healthcare like care teams. What does that look like? In a clinical setting, you have an entire care team - a pharmacist, an RN, a PA, a physical therapist, and a doctor. They meet regularly and talk about your case and decide what to do. They are trying to build something very similar here for our students. They had a meeting this morning with some student leaders talking about establishing different points of help. On the Student Affairs side, they are talking about mental health counseling activities to make sure that students know where to go when they need something.

They also want to do something quite similar not only to help support the students, but to help support the faculty since there is a lot in this student retention arena today that was not

here 10 years ago for these are not the students that we had even five years ago. Now it is not just a faculty member and advisor that can support a student anymore and there is a lot more to do.

Faculty have very different work and a lot of work. This is known. We have initiated some programs that is Regine Criser's area who is doing an absolutely fabulous job because she understands and is very well-versed in best practices. Professional coaches have been instituted who are trained to identify help for students and actually coach them on what they need to do.

Faculty coaches have also been added. Faculty coaches are our own faculty who are being trained in a form of professional development and compensated to take on 15 to 18 students. This is a different kind of relationship than a student would have as an advisor. They are trained to be more of a supportive help to the students so they get resources as needed.

They have also been funding some peer ambassadors in some of your classes. These are upper-level students who are taking the class or who have taken the class. They help students by being available after class for questions and have a review session. It is called supplemental instruction. If you get a chance to have one, get one. She has seen it work really well. They ran a fairly large program at her previous institution. It is different for the student to ask a professor a question they did not understand that was basic. It is another thing to turn to a fellow student and ask their question for they do not want to seem stupid. They have seen really good results nationally and there are many studies on this.

There is also the Ignite program that is like life coaching from peer advisors. This program is still a work in progress. They are about to issue a call for a Director of QEP. The idea is there needs to be a quality enhancement plan to enhance the student experience. There is a need to do something different than we used to do with our freshmen because they are coming to us in a very different place than the freshmen that we had ten or even five years ago. This program will make improvements for all of our students.

They are also instituting career coaching. Increasingly, students want to know when they come in as freshmen what they are going to do when they leave here. They expect that and we need to up our game. The SHIFT program, thank you Marietta Cameron who has been point on this, is being piloted this year where they were able to award 10 faculty. These grants provide high impact opportunities for students while giving recognition to faculty who are doing this really super hard work. We will also have more funding for undergraduate research stipends for the students in the summer. We are going to up our support in our efforts in the three-year degree planning programs. Herman Holt is going to be sending something out soon, seeking departments that would like to be the first to try to pilot this. They have some money for summer stipends to support the faculty who will need to read up and redesign their curriculum.

They are also working on money to explore graduate programs. They have some research already underway to jumpstart discussions very soon. They are funding some pilot projects in math and math pathways that they are requiring the system to do make. It will transform the student experience. She has worked with Math Pathways for 20 years at the data center at UT Austin. This is basically an initiative to help math departments do better placement by having a better understanding of what types of math are needed.

She has heard over and over that we promise our students an experience out in the field but cannot get there very easily due to the issues with available transportation. They are evaluating what is needed since the 15 passenger vans are a little bit slippy, and the students cannot drive them. She understands the 12 or smaller vans are better.

An announcement will be out soon of the Student Success Task Force. This task force will be a cross-functional, cross-campus group. This will likely be led by Regina Criser and Melanie Fox (Student Affairs). Kim van Noort, Meghan van Heyant, and Kortni Campbell will be the Executive Sponsors. The idea is that we need to have these large campus conversations: What is going on, What are we doing, What are our ideas? What's something that Lisa Sellers thinks would be help? Yes, sometimes we get the best ideas from having different types of people in different roles in the same room having these conversations. Kim van Noort said she has learned more from John Pierce about how to jumpstart Student Success and he is an accountant.

In 1995, Kim van Noort started her career at the University of Texas at Arlington as a young Assistant Professor into an absolute wreck. They had an apprentice that came in from the outside who said this is everybody's job on campus. These conversations made the campus better, because we all had to do this together. The campus grew and is now a university of 37,000. These conversations are opportunities for the campus to come back together and say, "Hey, we are going have to all pull the same direction here, because this is critical to get more students."

She will speak about the Honors Program at a later date.

She is really excited about a project that has been causing a lot of pain on this campus: the Global Studies Center. Kim van Noort has had conversations with many people. She had great meetings with Jake Butera, Seth Ligo, and Jinhua Li as well as different constituents on the campus. She has spent most of her career with this program and started one of the first faculty-led Study Abroad Programs at UT Arlington. She knows a lot about international programming and international centers and has worked within a very large Office of International Programs. She sees incredible opportunity here for there is great thinking and leadership here. She has read through some of the proposals. Wow! This is better than lots of stuff going on in the system. She was really impressed. This place has a great International Studies Program along with Academic Study Abroad and –

Fulbright Scholars! She cannot believe the amount of Fulbright work that has happened over the last 10 years. UNCA has blown Greensboro and Wilmington out of the water. She wants to do more students. A Study Abroad Director needs to be hired. There is an opportunity to build more capacity on the faculty to find ways of supporting our students and getting more students. She would like our system office attorney to come in October or November to talk to us about models. She believes we could find a way to get this all productively housed and funded in some in some way. In the next couple of weeks, they will get some announcements out about where we are, what this might look like, begin to circulate widely some drafts. The most important thing is we have an incredible chance to leverage this. You all can do this and she will help in the background.

Kim van Noort ended by saying if there are any questions; she is on the first floor of Phillips Hall. They have removed the screen so it is no longer dark and ideas no longer go there to die. She invited to feel free to drop by. She will start having office hours soon.

Student Government:
No report was made.

President Lauren Braswell

Staff Council:

Chair Kim Kauer

Kim Kauer made the following report to Faculty Senate:

The Chancellor's Golf Tournament went well on 09/27/2022. Staff Assembly is hoping when the numbers come in that the Janet B. Royster Scholarship Award will finally make its endowment goal. Staff Council is very thankful for the players, the volunteers and Leadership's sponsorship of the tournament this year!

In addition, for the first time in several years, Staff Council has nominated a UNCA staff employee for the 2023 JBR Scholarship Award. Keep your fingers crossed that the nominee from our school wins.

Faculty Assembly Representative:

Christine Boone, Toby King

Toby King reported that Faculty Assembly had their first meeting where he was elected to the Executive Committee. Dee Eggers is also serving as Chair of the Faculty Welfare subcommittee as well as a member of the Senate Chairs subcommittee. The topics that are going to be brought before Faculty Assembly in the coming weeks are tenure, faculty workload, declining enrollment, and Return on Investment. Dee Eggers added that faculty workload is immediately being worked on where the system office would like to finalize numbers by December 1. She asked Kim van Noort if she would like to comment further given this is what she was working on prior to coming here.

Interim Provost Kim van Noort said she hopes for changes on measurements are determined for at this time they use Delaware studies that is a cost and instruction study of organized classes, and UNCA does a lot more than just organized classes. She has told the Board of Governors that the current report is absolutely meaningless and tells nothing about the work of the faculty.

Dee Eggers asked if they are open to changes.

Kim van Noort replied that they might be open to eliminating the whole report for there are a couple of Board of Governors members who are asking why we are doing this for this is not telling us anything.

IV. Academic Policies Committee:

First Vice Chair Andrew Laughlin

[Decision Summaries](#)

First Reading

[APC 1](#)

Change the requirements for declaring a major in Psychology
Mark Harvey (PSYC)

[APC 2](#)

Revise the Internship Policy to include all student classifications
Lisa Mann (Career Center)

Andrew Laughlin reported that APC has two documents up for first reading on the agenda. APC 1 is requested change of the requirements for declaring a major in Psychology. Essentially, currently, to declare a major in Psychology, a student needs to have a GPA of 2.0 or above on two particular classes, PSYC 100 and PSYC 201, and they wanted to make the change that students need only to have a GPA of 2.0 on all PSYC classes, not just those two classes in particular. APC 2 is a revision of the internship policy to include all student classifications. This is basically a wording change to the catalog and the internship policy. Currently, it says the internships are available to juniors and seniors, even though

technically currently, they are also available to freshmen and sophomores. The change is an update to the practice. This does not take any power away from departments to have requirements for their particular internships. These two documents and the decision summaries are linked on the agenda. Please look at those, and if you have any questions or concerns about these particular documents, please let me know ahead of time so we can address those before the second meeting and vote.

- V. Faculty Welfare and Development Committee: Third Vice Chair Becky Sanft
[Decision Summaries](#)
First Reading
[FWDC 1](#) Change Name and Responsibilities of the Honors and Degree Programs Committee

Becky Sanft reported that FWDC only has one document up for first reading. FWDC 1 proposes to change the name and responsibilities of the Honors and Degree Programs Committee. She thanked Lisa Sellers for digging up the history. All the changes that have occurred for this committee is summarized in the document. The key thing is that individual degree programs are approved by the Director of Interdisciplinary Studies so the responsibilities and title of the committee has been updated to align with that. We also changed the name to reduce the confusion with the Honors Program or the Honors Program Advisory Committee. Please read this document ahead of time and send questions to her so FWDC has time to address those before second reading.

- VI. Institutional Development Committee / UPC: Second Vice Chair Jake Butera
Mission Statement Revision

Updated Mission Statement [Draft]:

As the UNC System's only designated public liberal arts and sciences university, UNC Asheville offers a distinctive learning experience for students who will engage critically and carefully with the most pressing issues of the state, nation, and world, now and into the future. Located in the vibrant cultural center of Asheville, and situated among the mountains of western North Carolina, UNCA stresses regional connections, sustainability, interdisciplinary research in new and emerging fields, and student success. UNCA's unique core curriculum and small classes emphasize critical thinking, diversity and inclusion, clear and thoughtful expression, experiential learning, sustainability, free and open inquiry, and community engagement that encourage intellectual and interpersonal growth. Through this student-centered approach, UNCA offers bachelor's, professional, and master's degrees, preparing students not only to adapt and contribute productively to western and greater North Carolina, but also to live rich and fulfilling lives.

Approved by the Faculty Senate [date]
Approved by the Chancellor [date]
Approved by the Student Government [date]
Approved by the Board of Trustees [date]
Approved by the Board of Governors [date]

Jake Butera emphasized that this mission statement is only a draft. This is not a first reading nor to be considered for a vote. This is an opportunity for senators to give feedback, edits, and suggestions that will then be considered. He shared a timeline of next steps are:

1. Shared draft mission statement and ask senators to give their feedback to their respective subcommittee chairs.
2. Receive feedback and edits from the three subcommittee chairs once they have conferred with senators in their committee. IDC asks to receive this feedback by October 13.
3. IDC will complete the edits and share the new draft with the faculty and staff at large no later than October 17. They hope individual faculty/staff and chairs of departments will take the opportunity to discuss this in their different departments so that they can send us additional feedback. We would like the comments and edits from the campus again sent to IDC chair 5:00 pm on October 26.
4. IDC will make final edits and changes in order to submit a document for the November 3 Senate meeting as an actual official first reading.

Once approved then the document proceeds through the stakeholders which includes the Board of Trustees and Board of Governors.

Interim Provost Kim van Noort relayed that mission statements are asked to conform to SACS guidelines for mission statements.

She asked if he had seen the BOG mission statement instructions.

Jake Butera indicated he had not. Dee Eggers indicated Senate had not received them,

Marietta Cameron said that Lisa Sellers forwards Board of Governors meeting material links each time they meet. [Administrative Assistant: [Here is the link](#) to the mission statement change is here for reference. The language of the UNCA mission statement change BOG voted on at their July meeting is on page 33.]

VII. Old Business / New Business / Adjourn Faculty Senate Chair Dee Eggers

Marietta Cameron made an announcement regarding the poster session for faculty last Thursday on September 29. She recognized and thanked Angie Irwin and Alicia Henry for coming up with this great idea instead of the traditional lectureship series. She gave a shout out to Tracey Rizzo who organized this event.

She also mentioned the SHIFT Initiative where funding was provided for 10 out of 21 applications. She gave a shout out to the evaluation committee: Becca Hale, Sarah Johnson, Anna Marie Roberts, and fellow deans. She thanked everyone for their support.

Dee Eggers adjourned the meeting at 5:30 pm.