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Faculty Senate Agendas and Minutes

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11-7-2016

### 2016 November 7 - Faculty Senate Agenda and Minutes

Faculty Senate, East Tennessee State University

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# EAST TENNESSEE STATE UNIVERSITY

## Faculty Senate Agenda

Nov. 7, 2016

2:45 p.m. Forum

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1. Celebrations
2. Announcements
  - a. Staff Senate food drive
  - b. Southern Conference Undergraduate Research Forum (SURF) –hosted by Wofford- part of the SoCon Academic Exchange
3. Approval of minutes
4. New Business
  - a. Q/A with Dr. Bach
    - i. How can we be more transparent in the Organizational Change Process (i.e., involving programmatic faculty early—in a meaningful way—in talks dealing with desired organizational realignments to avoid potentially harmful effect to programs, program accreditation, and students?
    - ii. Enrollment growth issues/concerns
      1. Academic space for the Fine Arts Center and plans for the Millennium Ctr.
      2. Classroom utilization across campus
      3. Scheduling across the day/evening – to accommodate more sections of courses, not just putting more students in existing sections
      4. What happens to existing faculty lines when faculty leave the university/pass away and faculty aren't being replaced and what happens to the programs that were fully using those faculty?
      5. Status of discussions with Academic Partnership
    - iii. Status of a digital FAP/FAR/FAE
5. Action Item(s): None
6. Questions on reports/summaries from committees/working groups
  - a. Academic Council
  - b. Meeting with Dr. Bach
7. Comments from guests
8. Adjourn

Next meeting: Nov. 21, 2016

*“Poets are like baseball pitchers. Both have their moments. The intervals are the tough things.”*

*~Robert Frost*



## FACULTY SENATE MINUTES

<b>Meeting Date:</b>	11/07/16	<b>Time:</b>	14:45 – 16:20	<b>Location:</b>	Culp Center, Room 311
<b>Next Meeting:</b>	11/21/16	<b>Scribe:</b>			Eric Sellers
<b>Present:</b>	Leila Al-Imad, Fred Alsop, Patrick Brown, Doug Burgess, Randy Byington, Heidi Campbell, Kaniska Chakraborty, Cindy Chambers, David Cluck, Erin Doran, Wendy Doucette, Dorothy Drinkard-Hawkshawe, Joyce Duncan, Jon Ellis, Susan Epps, Tavie Flanagan, Bill Flora, Virginia Foley, Retha Gentry, Katherine Hall, Stephen Hendrix, Karin Keith, Thomas Kwasigroch, Guangya Li, Mary Ann Littleton, James Livingston, Fred Mackara, Mildred Maisonet, Tim McDowell, Theresa McGarry, Lorianne Mitchell, Shunbin Ning, Bea Owens, Peter Panus, Timir Paul, Jonathan Peterson, Eugene Scheuerman, Eric Sellers, Melissa Shafer, Darshan Shah, Candice Short, Bill Stone, Paul Trogen, Liang Wang, Ahmad Wattad				
<b>Absent:</b>	David Champouillon, Lon Felker, Lee Glenn, Bill Hemphill, Anthony Masino, Craig Turner				
<b>Excused:</b>	Saravanan Elangovan, Tod Jablonski, Rachel Walden				

Agenda Items	Responsible
Meeting called to order 14:45	
1. Celebrations	
2. Announcements	
2.1 Staff Senate Food Drive	
2.2 Southern Conference Undergraduate Research Forum	
3. Approval of Minutes	
4. New Business	
4.1 Q/A with Dr. Bach	
4.1.1 Organizational Change Process	
4.1.2 Enrollment Growth Issues/Concerns	
4.1.3 Status of Digital FAP/FAR/FAE	
5. Action Item(s): None	
6. Questions on reports/summaries from committees/working groups	
7. Comments from guests	
8. Adjourn	

### DISCUSSIONS

Meeting called to order [Time]

1. Celebrations
2. Announcements
<ul style="list-style-type: none"> <li>- Epps: Staff senate liaison Kristen France will be visiting us in the future.</li> <li>- Epps: Executive Committee will meet with Dr. Noland on Friday. Please send agenda items if you have any.</li> <li>- Epps: Virginia and Mildred will be participating in the homecoming parade. Other Faculty Senate members are still welcome to participate.</li> </ul>



**DISCUSSIONS**

- Schacht: As a follow-up on the Great College's to Work For survey, I will be interviewing many people on campus to get their feedback. All of the information will be kept confidential and a blinded report will be produced.

2.1 Staff Senate Food Drive

- If you would like to participate, please contribute food.

2.2 Southern Conference Undergraduate Research Forum

- The inaugural forum was two weeks ago and we had 10 students participate. All 10 Southern Conference institutions participated.

3. Approval of Minutes

**Motion to approve minutes; Flora: Second; Trogen. Motion approved**

4. New Business

4.1 Q/A with Dr. Bach

4.1.1 How can we be more transparent in the Organizational Change Process (i.e., involving programmatic faculty early—in a meaningful way—in talks dealing with desired organizational realignments to avoid potentially harmful effect to programs, program accreditation, and students?

Bach: To address organization issues we need to address two distinct but related issues: (1) what we must do about policy or guidelines; (2) what we should do in order to enhance communication and collegiality.

(1) Organizational changes that involve curriculum or pedagogy. Academic program changes must go through the faculty and established protocol and must go to curriculum committees, administrative approval, academic council, Board of Regents, and THEC.

(2) Other organizational changes may consider the range of oversight, size of organizations, synergy, enhance communication collegiality, and similar protocols that we may follow. How might we be more transparent in the organization change? Suggestions: (1) the colleges can set calendar for changes in organization; (2) colleges should codify standard operating procedures to specify prerogatives, expectations, and communication that will be associated with change; (3) colleges could pursue a granular strategic or operation plan that specifies opportunities for change; and, (4) Have a plan for what happens when a change may involve an intercollegiate or inter-departmental opportunity to review an organizational structure.

4.1.2 Enrollment Growth Related Issues/concerns

The question is, "do you believe in the growth agenda and want to be a part of it?"

4.1.2.1 Academic space for the Fine Arts Center and plans for the Millennium Center.

Current plans are for a building that should be finished by the summer of 2019. We should have occupancy in the fall of 2019. Architects and the contractor are working through the design of the building. Concept drawing are available but the building is only 15 – 20% through the design phase. The contractor should have an update in the next week in regard to whether teaching and performing spaces are adequate.

The state Building Commission wants the agreement between ETSU and Johnson City finalized before we make the request for acquisition of the Millennium Center.

4.1.2.2 Classroom utilization across campus

According to the registrar's office we do not currently have a problem with classroom availability; however, there are people who do not get their requested space. We do have a management problem with the space that we do have. If ETSU is going to grow to 18,000 students, there will eventually be a space problem.

Facilities management has hired a campus architect and the Classroom Utilization Committee will meet with him in late November. The committee believes we need a room by room assessment of classrooms.

4.1.2.3 Scheduling across the day/evening – to accommodate more sections of courses, not just putting more students in existing sections

Maintaining class size relative to peers is a priority. Our problem is offering sections at time, places, calendars and in formats in which students want to take – that is the major issue, not class size. Using scheduling to meet the needs of the student body is one of the major personal and logistic issues that we face.

4.1.2.4 What happens to existing faculty lines when faculty leave the university/pass away and faculty aren't



## DISCUSSIONS

being replaced and what happens to the programs that were fully using those faculty?

The lines are not permanently assigned they change year to year. Priorities are developed by chairs and deans each year. In the last five years we have lost 1,315 student FTEs while we have added 42 faculty FTE. The academic profile of the faculty needs to be monitored better and it can be done when we have a good assessment of the research and service activities that faculty perform in addition to instructional responsibilities. IPED's data only look at instructional FTE. The issue of a faculty profile continues to be a problem.

### 4.1.2.5 Status of discussions with Academic Partnership

This is a potentially disruptive activity that could impact enrollment. The representative from academic partnerships will be on the ETSU campus to meet with departments and deans who have asked for meetings.

### 4.1.3 What is the status of digital FAP/FAR/FAE?

There has been interest expressed and Mike Hoff is going to assemble a group to assess the use of digital measures and the scope of need for the digital system.

We have better measures for monitoring instruction than for research and service. IPED's measures look at instructional FTE, which is a somewhat crude measure even in regard to instruction.

How can a tool give us assistance in all three? Better staffing plans really depend on having a better

FAP/FAR/FAE that we have. Tenure and promotion committees need to follow the recommendations put forth in the faculty handbook.

Discussion:

Drinkard-Hawkshawe: how did you arrive at an enrollment of 18,000?

Bach: First, the general enrollment profile of institutions that are our peers. What is the kind of size that permits them to have the resources they need to allow them to do what they want to do?

Drinkard-Hawkshawe: Will this bring more income to the university to hire more professors?

Bach: The major source of revenue is student tuition. We need to develop a faculty profile – class size is only one variable – to only use class size would be short-sighted. Looking at the numbers using IPED's data, instructional FTE and student enrollment at ETSU is less than our peer institutions.

Drinkard-Hawkshawe: I was actually concerned about the number of faculty to student ratio. In the history department we have lost several faculty members over the years and they have not been replaced.

Bach: In some cases, faculty lines move to other departments.

Alsop: In your answer you used FTEs to make a comparison; you previously stated that FTEs are not the whole basis because we don't have a good understanding of how much service and research someone is doing to offset teaching load.

Bach: Dr. Hoff had said that with the help of Faculty Senate he would put forward a group to look at digital measures, which would allow us to look at other types of comparative benchmark data.

Alsop: A number of courses do not accurately reflect contact hours. Currently there is no way to measure this. The same thing goes for independent study courses.

Bach: Addressing these types of questions is an important thing to do.

Al-Imad: Our department has lost six positions and none of them have been replaced. Faculty are teaching more courses. How is this going to affect accreditation how will we remain accredited without having these positions filled?

Bach: Many programs have specialized accreditation in addition to SACS accreditation. Relative to the overall issue of regional accreditation there are three SACS standards related to this: first, are the faculty qualified; second, do you have enough full time faculty to meet the needs of the institution; third, do you have adequate program support and coordination for the programs.

Schacht: If we are talking about increasing enrollment by 25%, we are implicitly admitting that we have a lot of inefficiency or that we have an overhead that could be better used if we had more economy of scale. What if we get 4,000 more students and do not deal with the inefficiency?

Bach: You are asking me a question that deals with multiple levels. It is something that needs to be addressed by planning and other things we have been talking about.

Shafer: The last time the theater staff met with the architects was in November 2015. The steering committee has not been privy to any meetings and progress is happening fast without input from faculty. The architects are coming to campus on a monthly basis but we have not been part of the process.

Peterson: Students sometimes get money from the honor's college to travel and they have no idea where it actually comes from. If we make it clear to them where the money comes from, it could increase our alumni giving rate.



**DISCUSSIONS**

Bach: I think there is no question that there is an opportunity to increase visibility. One of the things under consideration has to do with scholarship, we have academic performance scholarships that have work requirements associated with them. The president is interested in eliminating the work requirement and replace it with something that is going on in a specific department.

Peterson: When I talk to me peers there is a lot of fear about faculty buy-in for growth until we have an administrative communication that we will maintain a specific student/faculty ratio. You have a number of 18,000 for students but no number for faculty.

Hendrix: Faculty have come to me about the strategic plan and how great it is for growth but they also want to see something that talks about improving the business processes of the university. How can we streamline higher education?

Bach: We need to look at all functions, institutional support, academic support, and maintenance and operations. We need to look at each function of the university to answer those kinds of questions.

Alsop: What kind of supervisor role is there for new chairs that come into departments from elsewhere or new deans who are not aware of the tenure and promotion criteria?

Bach: There are opportunities from improvement relative to communication between chairs, deans, and administration. There are departments that are weighting criteria in regards to tenure and promotion based on individual preferences as opposed to collective faculty preferences.

Trogen: Did I understand correctly that when a class is taught is determined with a data driven decision based on when our customers would like to take the class?

Bach: No, there are very different opinions across the campus. Different criteria are used as to when courses will be scheduled. We have not collectively arrived at statements that we would support.

Foley: You said that faculty do not have a right to determine when a course is taught. Were you talking about whether it is taught for seven weeks or a full semester?

Bach: I am not saying that faculty preference should be ignored; faculty preference should be embedded at a higher level.

McDowell: You mentioned that we should take notice of Mike Hoff's report that we are near the lowest in FTEs per faculty and salary per faculty.

Bach: You should invite him to discuss where we are relative to faculty and load and decide what to do for yourself.

McDowell: Did you include tuition, fees, cost of administration, cost of facilities and so on in these analyses and where are we ranked on tuition of fees and administration cost in the broad comparison?

Bach: He separated expenditures by function, instructional education from headcount FTE. Dr. Hoff would welcome the invitation to come to Faculty Senate and answer these questions for you.

5. Action Item(s): None

6. Questions on reports/summaries from committees/working groups

McDowell: Can Mike Hoff's report be made available to faculty?

Schacht: It is not actually a report it is two PPT slides that show various expenditures. We do not know for sure that the way we count constructional and administrative expenses is the same way it is done at other universities. The main point that Mike took out of the reports is that there is a correspondence in the rank order between how much gets spent on instruction, what the student/faculty ratios are, and how much faculty get paid.

7. Comments from guests

8. Adjourn

**Motion; Brown: Second; Peterson. All in favor meeting adjourned at 4:20**

*Please notify Senator Eric Sellers ([sellers@etsu.edu](mailto:sellers@etsu.edu) or 9-4476, Faculty Senate Secretary, 2015-2016, of any changes or corrections to the minutes. Web Page is maintained by Senator Doug Burgess ([burgess@etsu.edu](mailto:burgess@etsu.edu) or x96691).*