

Faculty Senate

Minutes

4/20/2017 Regular Business Meeting 3:00-5:00 pm

ADMINISTRATIVE PROCEDURES

ROLL CALL

Present: Bob Beaudet, David Belcher, Rus Binkley, Patricia Bricker, Catherine Carter, Dan Clapper, Mae Claxton, Robert Crow, David Dorondo, Ian Hewer, Kae Livsey, Frank Lockwood, Erin McNelis, Niall Michelsen, Alison Morrison-Shetlar, Malcolm (Mack) Powell, Brian Railsback, Liz Skene, Robert Steffen, Jamie Vaske, Tonya Westbrook, Cheryl Waters-Tormey, Weiguo (Bill) Yang

Members with Proxies: Beth Huber, David McCord, Katerina Spasovska, Bill (William) Richmond, Zsolt Szabo, Wes Stone

Members Absent: Andrew Mannion, Alex Sargsyan, Damon Sink

APPROVAL OF THE MINUTES

Approval of the minutes for March 22, 2017 regular business meeting: approved

Approval of the minutes for March 29, 2017 overflow business meeting: approved

EXTERNAL REPORTS

Chancellor's Report: David Belcher

Updates from state level: there is a significant change coming regarding membership of the Board of Governors. We will have nine different members after this fiscal year. We will lose some people who know us and love us. Five of the new people have been part of the Board of Trustees within the system. Two of the nine are current Board of Trustees members here at WCU. After all the shifting, we will have four that have been members of the Board of Trustees at WCU. This is an advantage for us.

In the next few months we will get to know them and introduce them to the university.

NC Promise: no new news. We have heard supportive information and perspectives from Senator Phil Berger. He said some very supportive things regarding additional funding. The three institutions involved will not be fiscally harmed. The governor has put the additional 11 million in his budget as well. There are some things to tweak to make this work. A great concern is summer school. There is no funding. There would have to be a change in the enrollment growth funding model.

State Budget: not a lot of information to share at this time. There is a significant surplus; 475 million at the end of February. Unless something happens, we anticipate a strong surplus. There may be a tax cut, and we don't know what this might mean for the state budget. We will keep you informed.

Bonus Leave Payout: Two weeks ago, in lieu of recurring salary increases, the legislature has been giving bonus days. They have given us an opportunity to cash those in before June 30th. It will take 50 million for the whole system to payout the accrued bonuses. The state gave us 1 million to support paying this. We are dealing with trying to figure out the rules, and if we want to, and can be part of this opportunity. This is a one-time expense and we might be able to figure out how to at least partially fund this. No one has to take the bonus leave. We will have to gather information and get it out to our employees.

Leadership: Thank you to the Faculty Senate for your leadership this year.

Thank you for all of the work on the Joint Taskforce on Racism. It is a complicated topic, particularly in the context in a higher education unit. This is not a destiny; it is a first step. The group did a great job bringing us to this place.

Regarding SACS- so many people across the university had their hand in this, and the visit was strong, and we are pleased about it. We learned some helpful things and the focus will be our consistency in the assessment processes. There are model areas, and areas that require improvement. The team was very impressed with our university, and our people. Thank you again for your work.

I also want to note your work in collaboration with your colleagues in the Student Government Association and the Staff Senate around strategic initiatives. Your engagement has been impressive. Andrew Wright, a member of President Spelling's team, stopped by to say that WCU is doing great. We have a can-do approach and your engagement will help our university.

Salute to Bill Yang for his leadership this year with the challenges this year has brought.

Bill Yang also saluted the task forces for the work that has been done. Thanks to administration as well for taking our feedback and ruling shared governance.

Provost Report: Alison Morrison-Shetlar

The Provost report was posted on SharePoint for review prior to the meeting.

Alison also provided a thank you to everyone for their work with SACS.

SACSCOC Update

Review team members concurred that the university's DegreePlus proposal deserved their approval without any formal recommendations. They were "all smiles" when discussing DegreePlus, stating that it was an excellent proposal, and eager to know the results so that they could implement something similar on their campuses. They also encouraged us to report our findings through scholarly outlets as we collect data on the process. WCU will have no additional issues to deal with regarding DegreePlus and can implement it as planned.

The review team also concurred that the university still needs to address a few lingering compliance-related issues. SACSCOC has more than 90 standards in its Principles of Accreditation with which institutions must comply in order to gain or maintain accreditation. Although the official report will not be available for up to six weeks, the review team did offer a few areas in which they recommend the university still has some work to do, primarily in the areas of assessment of the effectiveness of academic programs, academic and student support units, administrative support services and research activities. In the exit interview, the team also asked for additional information regarding formal contractual agreements and facilities arrangements for the university's off-campus instructional sites and programs.

Update on Strategic Initiatives

Last week we received an updated draft of the technical definitions of the 9 metrics in the UNC Strategic Plan. Andrew Kelly from UNC General Administration will be visiting campus on April 26 to discuss the initiatives and goals for our campus. We will have as many members of the Senate task force as possible join the meeting with Andrew. A group of faculty and staff including Chris Cooper, Alison Joseph, David McCord, Erin McNelis, Brian Railsback, and Brandon Schwab will continue to work over the summer on our metrics that will be due to General Administration in August.

Scheduling Guidelines Task Force *Draft* Report

Guidelines for Department Heads

1. Rooms. Schedule the right class for the right size room so that we can maximize seat utilization. EVERY CLASS SHOULD BE ASSIGNED A CLASSROOM. Make sure you are scheduling classrooms not conference rooms. For hybrid courses be prudent in scheduling classroom space correctly.
2. Section Size. Look at section size. If there are courses that are more suited to being offered in larger sections (meaning it is pedagogically appropriate), then do it, even on an experimental basis. That will allow us to maintain smaller section sizes where necessary.
3. Upper level sections. If you had upper level course sections that did not fill last year, take a careful look at how you are scheduling your faculty. Schedule appropriately, working through exceptions with your dean.
4. Class Times. Schedule throughout the instructional day. Try not to schedule competing offerings at the same time. This is not just important for the university metrics; a balanced schedule is important for student success. University Deans are charged with delivering schedules that meet this intent.
5. Growth. As we grow, additional sections cannot be added during the most preferred times. The University is not gaining classrooms so additional growth will occur at underutilized times of the day. If a time slot resulted in sections not placing in a classroom during the R 25 run last year, do not plan to build more sections during that time this year.
6. Liberal Studies and gateway courses. Growth will need to occur in line with projected enrollment growth; that might mean slightly larger sections or more sections, or both.
7. Residential online courses. Residential online courses are offered to manage University seating and instructional capacity, not to replace face-to-face instruction. When vacant seats are anticipated in a distance online course, then a residential on line section should be offered as part of the same course to fill any vacant seats. Instructor availability and the potential to fill the course with additional enrollment are primary considerations. Online residential seats should not supplant needed distance student seats.
8. Online distance courses. Growth in online course offerings should occur in line with projected online distance enrollment.

We very much appreciate all the work, and all the considerations, that go into crafting a department schedule. The work and leadership of department heads is essential and appreciated. All issues and concerns should be solved through discussions with your dean.

Coordination of Scheduling

Department heads collaborate and coordinate to build schedules that accommodate potential student conflicts. Important areas of coordination include liberal studies, gateway courses and courses between majors, education. Please be aware of additional opportunities for collaboration.

Scheduling at Biltmore Park

Western Carolina University is continuing to grow its programming in the Asheville/Hendersonville corridor by further utilizing its instructional site at Biltmore Park Town Square during the summer months. Through management of its summer operating hours, as well as encouragement of Asheville- and Cullowhee-based programs to offer more classes at the Instructional site, WCU will continue to grow its presence and service to Western North Carolina. For those scheduling a summer class at Biltmore Park there will be an advanced coordination before the full R 25 schedule run to manage summer operating hours.

Information for Department Heads

Data that will be provided for review and support of scheduling include:

- A dashboard with information about course spread, overall and by department
 - Counts of double majors to assist coordination between academic units
 - The responses from the senior survey to understand reasons why it might have taken longer than four years to graduate
 - Data on time to degree and average earned hours of graduates to allow units to review the effectiveness of the pathways to degrees.
 - Other data will be developed on an ongoing basis that might assist or inform the programs.
- An appendix is attached with sample data.

Professional Development for Advisors/Faculty

The Advising Center and the Center for Career and Professional Development will collaborate to offer faculty professional development sessions on the following topics:

- Understanding the degree evaluation tool
- Liberal Studies
- Using GradesFirst 2.0
- Fostering Undergraduate Students' Success – policies for persistence toward degree completion
- Opportunities for participating in High Impact Practices such as undergraduate research, service learning, internships, study abroad, and capstone experiences
- Applying to graduate school (e.g., conducting searches for programs, assistantships, etc.)
- Applying for jobs (e.g., searching for positions by location, field, salary, etc.; preparing application materials; preparing for interviews)
- Incorporating career preparation in classes
- Facilitating transfer students' success

Campus Infrastructure

The University is addressing infrastructure needs to accommodate student life as we grow. For example, facilities is exploring processes that can link building temperatures to the R 25 schedule. Parking and transportation conversations are ongoing with internal stakeholders and consultants and remain university priorities.

Dining services, as well as other university services including parking, can negatively be impacted by class schedules that are not reasonably distributed though out the day and week. This could especially provide challenges during particular peak periods when heavily utilized classes dismiss within a typical meal period potentially resulting in longer wait times and compromised customer satisfaction. With that in mind, Dining must expect typical lunch and dinner periods to provide heavier demand and thus be staffed and prepared to deliver as quality an experience as possible during those peak times. Fortunately, data shared by OIPE during our task force meetings shows that classes are currently reasonably well distributed throughout the week. We did not look at historical distribution, but our current distribution seems to support better Dining experiences. Dining continues to adapt to accommodate a growing campus community through a variety of actions. Some specifics include:

- Design, construction, and a January 2017 opening of a full service Chili's in Noble Hall to provide a nationally recognized, table serviced, restaurant experience.
- Design, construction, and anticipated summer 2017 opening of Brown Hall providing dining options with over 500 seats, an additional Starbucks, and a full service Steak & Shake.
- The recent introduction of Tapingo, a service that allows users to avoid lines by ordering food ahead for pick up. This service is available at most locations.
- The use of a mobile delivery station on the Plaza near the Alumni Tower for the first two months of the semester during the peak lunch period.
- Providing more grab and go options including additional sandwiches and salads at the C-Store locations, as well as the University Center Food Court.
- Campus Services welcomed new Dining leadership in June 2016. Our new leadership placed greater focus on staffing and training models that would impact the August opening and the early part of the fall semester. Better overall customer service was delivered at the beginning of Fall 2016 as compared to previous years. Customer satisfaction levels confirm that observation.

Administrative Search Update

The positions of **Executive Director for Community and Economic Engagement and Innovation** and **Dean of Education and Allied Professions** campus visits have concluded. Individuals selected for these positions will be announced shortly.

Administration and Finance Fee Discussion

This will be a verbal report provided by Mike Byers, Vice Chancellor for Administration and Finance.

Mike Byers presented: WCU Financial Overview

State (appropriations from taxpayers and tuition from students), Non-state (come from all other areas, and follow different spending guidelines), and capital funds (monies for repair and renovations- not bound by the calendar or fiscal year,) are the general type of funds WCU works with.

Non-state funds:

- Fees (self-funding; Athletics, Health, E&T, Activities, Programs)
- Auxiliary (self-funding; Housing, Dining, Parking)
- Grants
- Federal Aid
- Gifts/Endowment

Any leftover goes into reserves.

Question- Do we provide power to the community? Where does that go?

Response- We generate steam which in return generates our building. We do not have a power generation plant. We never got out of the business of selling electricity. We own the power lines around campus and do re-sale them to the area. We buy power and sell it. It is an auxiliary.

State funds:

- Tuition
 - Regular tuition
 - Fixed as of Fall 2016
 - Reduced to \$500/\$2500 in Fall 2018
 - Differential Tuition

- State Appropriation
 - Incremental budget model
 - Appropriation (per student) has steadily declined since 2007

Mike shared the 12 cell matrix on screen. Numbers are derived from the Delaware Study data. It uses categorist areas and determines how many credit hours a faculty member should be able to teach a student at a particular degree level.

Question- Do we have many programs that are cross-categorized?

Response- Yes. We do not use this model to determine this. We use credit hours.

Question- Did the Delaware study allocate which category you belong to in the matrix?

Response- The UNC system did.

Question- Is there ever continued conversation on categories?

Response- The concern has been expressed and the system level leadership is apathetic to it, but a change is not in place. It is reviewed.

Enrollment Funding- These are delta numbers so that means change over prior year. We start with the 12 cell matrix. We then pull forward all of the different credit hours we are projecting to have at WCU over the last year. Then, multiply by the matrix and it pulls the FTE's needed to deliver instruction. We then use that number as a basis in a formula that shows us how much money we would need as an institution to deliver that specific program the next fall.

We then take the projected numbers, and use another formula to determine the FTE and Rate needed to collect from our students.

This number is subtracted from how much it would take to deliver the program and this tells us how much money we can request from the state.

Question- any discussion about a guaranteed 10-year model? Will there still be a positive funding to account for all of this?

Response- There is no guarantee. But, when the legislature writes the budget, it's not a law. It is just a negotiated set of numbers for the year. NC Promise is a statute. As long as we get the 51 million, and as long as we are using this enrollment growth funding model, we should be okay outside of the need to cover inflationary growth.

Question- What is general institutional support, supporting?

Response- A wide range of overhead support... anything we would fund from state funds. It is a factor that we have to take into account. It is WCU's money and we allocate it out.

Question- Would something like telephones or internet access be considered as something that goes to that state fee? We get charged these things.

Response- There are direct and indirect fees. There is state appropriate funds and non-state and the details will tell you the granting agency.

How is the State Budget Determined?

1. WCU creates the budget
2. WCU submits to UNCGA
3. President and BOG member review and create the system budget
4. BOG submits system request to governor
5. Governor reviews and decides the recommendations to legislature
6. Legislature will approve the final budget and may or may not consider the recommendations

Our budget process can be found [here](#).

Budget Buckets

WCU Expenditures:

- Personnel 53%
- Contracted Services 17%
- Scholarships & Financial Aid 15%
- Debt Service 4%
- Etc....

Comment- Can we get a picture of the money in each bucket?

Response- Mike will work on getting this.

The full Provost Report is available on SharePoint.

Student Government Association: Emily Ranson

- Resolution on evaluation of advisors
- Resolution on Blackboard

Items are open for discussion.

Suggestion- there are several IT departments on campus that only allow WCU blackboard pages during class time. We are concerned that the resolution is blaming the professor. We need to also look at Academic Integrity and create a culture of high standards.

Emily will take the feedback to senate for further discussion.

Staff Senate: Chris Parrish

- Staff Senate Scholarship recipients have been selected, and we have three awards at \$1000 each
- The University Awards ceremony is tomorrow.
- There will be a U-Club fundraiser tomorrow afternoon. It will be a Love Boat theme with a silent auction.

Faculty Assembly Report: Damon Sink

- [Resolution 2017-4 On White House Federal Budget](#)
- [Proposed federal budget cuts, March 2017](#)

Bill spoke to the resolutions as they were brought on screen. He encouraged senators to review and send any feedback to Damon. Leadership had a brief discussion about the gun law and we will review and see if any response is needed.

Annual Policy 104 report: Lori Lewis

Lori urged Senate to consider bringing her in for a fall meeting to report the fiscal year.

Priorities- Lori discussed the role of the Development & Alumni Engagement Division, the faculty role in development and alumni engagement, and the division's top priorities.

The division is charged with developing a campaign plan with strategies, budget, and a timeline. It will be announced, shared with the community, and we will be filling the vacant positions (considering new positions as well).

Other priorities are to develop communication to support the campaign, target major gift donors, form a campaign steering committee, and change the division's name to Advancement to clarify our role in advancing the University's mission.

Policy 104- I commend you for your diligence with Policy 104. The VC role is to give a general report on gift development to the Faculty Senate and meet monthly with the Provost.

Scholarships, unrestricted gifts, WCU facilities, and athletic programs are not affected by Policy 104.

Cash Gifts FY17- total cash gifts July 1- March 31, 2014

\$3,915, 941

Breakdown:

- Scholarships 1,557,067
- Athletics 1,108,287
- Business 680,507
- FPA 193,179
- University wide 163,707
- A&S 77,522
- HHS 76,431
- R&T 25,624
- Honors 23,605
- CEAP 8,340

We have 11 active proposals in the pipeline currently.

- 9 endowed scholarships
- 2 program support
 - political science department
 - athletics

Rules Committee:

- [Proposed changes to the Faculty Constitution Regarding Elections, second reading \(vote\)](#)
verbal vote proceeded. Passed.
- [Proposed changes to the Faculty Constitution Regarding Gift Review Committee, second reading \(vote\)](#)
verbal vote proceeded after a friendly amendment was made to the document. Passed.
- [Proposed changes to the Faculty Constitution Regarding Liberal Studies Committee Size, second reading \(vote\)](#)
verbal vote proceeded. Passed.

Joint Task Force on Racism: Kathleen Brennan

- [Final recommendation report \(vote\)](#)
No discussion items, and no questions were received. Vote proceeded verbally and passed.

MEETING RECESSED

