



Minutes

Wednesday, September 2, 2015

3:00 – 5:30 p.m.

Virginia Dare Room, Alumni House

Call to Order and Introductory Remarks

Anne Wallace, Chair of the Faculty Senate

The Chair welcomed the assembly and introduced the officers of the Senate and Mary Lea Wolfe. She then addressed the chamber:

This new year at UNCG offers such tremendous potential. The energy and optimism rising on our campus was audible and visible at the State of the Campus gathering on August 12. Acting Chancellor and Provost Dana Dunn, to whom we owe so much, and Chancellor-Elect Frank Gilliam, from whom we hope so much, each drew enthusiastic applause from the audience filling Aycock Auditorium. As we approach our 125th year, our hopes are high.

This means, of course, that there's a lot of work ahead of us. Strategic Planning begins in earnest now—and let me pause to thank Donna Nash, newly elected to Senate, for generously agreeing to take my place as a representative of Faculty Senate on the Strategic Planning Committee. While it's often good for the Chair to represent us in university committees, task forces, and so forth, I think there's a lot of value in spreading this representation among the Senators: more voices are heard, more perspectives brought to the various tables.

Today we'll be hearing from AC Dunn about revising our Faculty Workload Guidelines, a matter that is obviously of great interest to this body and to the General Faculty, and I'll be talking about Senate's participation in that process. This is just one of the many issues and policies, large and small, which will be discussed in Faculty Senate this year. I tried to enumerate the ones I know about—and gave up, not wanting either to leave out something important or to go through the whole list. I've been meeting one-on-one with the chairs of the Senate Committees, a tradition Spoma started last year, and how helpful that has been to me. There's the pleasure of meeting each of the chairs, of course, but it's also been a terrific learning tool for me. I've begun to feel acquainted with the full range of work that faculty undertake to support the University, studying issues, drawing up policy and helpful reports, maintaining open lines of communication, and recommending action. From the Undergraduate Curriculum, to Research Grants, to Intercollegiate Athletics—you got an issue, we got the Committee!

There are many committees, and we're all grateful to the faculty members who agree to serve on them. Should we have so many? Do their functions overlap in ways that might allow us to streamline? Spoma began to investigate this last year, but other business overwhelmed us. I would like to approach this issue again, perhaps gearing up toward the end of this year for a review by each committee of their work and by the Senate as a whole of our committee structure. Stay tuned.

It took me longer than I'd planned to meet with our committee chairs and to generally get Senate business underway. I had foot surgery over the summer, and I'm here to tell you that it slows you down, literally, a lot. I spent a lot of time sitting on my back deck, and I learned a lot out there. Did you know rabbits eat kudzu? They mow through the leaves with great relish, and pull the long vines into their mouths like pieces of spaghetti. I also learned that hummingbirds regard my wind chimes as wasted space. Hovering disapprovingly, they make it perfectly clear that there should be a nectar feeder there. I can understand their perspective.

I think a lot about perspectives, of course. It's often said, and it's hard to deny, that faculty seem to take a very, very long time to study and deliberate and decide on almost every issue that comes before us. I've usually attributed this to the fact that, well, we're faculty: we're trained skeptics, professional critics, and we'd be denying our own nature (and, I'd argue, our value) to do otherwise. But there's another reason, I think. Faculty share many concerns and values, of course. But there is a sense in which there is no such thing as "faculty," if what that means is some monolithic, homogeneous group. Every individual faculty member brings a unique collection of perspectives to our work. The disciplines to which we've chosen to devote our lives—the circumstances of our hiring and employment—the size and character of our departments and units—the kinds of students we teach, the skills and ideas we teach them—all of these are as various as the faces in this room.

What we do share, as faculty, includes a commitment to preserving that characteristic individuality, and

the intellectual autonomy of that unique individual. On that ground, we surely meet. But as we work, for that very reason, we have no choice but to hear each voice and try to gain each new perspective. And that takes time.

I hope each of you, faculty and guests at our meetings, will add your voices to our many conversations. The Senate chamber is a place of debate, and of understanding, a place of community and of civil dissent. Please, lift your own voice to express your values and ideas, so that we can move on through this year from great promise, to great accomplishment.

Approval of Minutes

Jim Carmichael, Secretary of the Faculty Senate:

The Secretary called for motion to approve the minutes of May 6, 2014. So moved and seconded. Minutes approved. He also called attention to the year-end committee reports which have been posted to the Senate web page. These are useful for new committee members as a record of the nature of the committee's work.

Remarks

Frank Gilliam, Jr., Chancellor-Elect:

Thanks to Interim Chancellor Dunn for keeping the campus together and for giving me wise counsel as I begin to learn my way. I have three subjects I would like to address today: 1) my experience with shared governance; 2) what I call the median faculty member; and 3) strategic planning.

Experience with Shared Governance: I have 29 years in the University of California system where there is a tradition of strong shared governance. I have experience that tradition, of which I am a strong proponent, birth as a faculty member and as a chair of committees and as an administrator. I have seen the good, the bad, and the ugly. To me, shared governance is the role of the faculty in advising administration on matters primarily academic, from curriculum to workload to how we promote ourselves. I was a pain in the *tuchas* to the administration. There is always healthy tension in how one defines the parameters of faculty and administrative responsibility. We will work our way through how we understand those parameters.

Median Faculty Member: What was it for me to do anything? How do I approach those things? Think about how we develop incentives to make it worth your while to do those things and still get done what I need to get done. How will the things I do as Chancellor look to the median faculty member? It is my job to do what is best for the whole campus. I am the only one who has that responsibility.

Strategic Planning: Strategic planning was under way when I got here. Forty-six stakeholder groups are involved. I have been reviewing their work with the planning committee that synthesizes the resulting data. The goal is to come up with an elegantly simple conceptual framework and focus areas, and ask each of the units to fold up their work in that.

My idea is to aspire to be the best regional university in the country. I have no global ambitions. We can't be Harvard – they were founded in 1638! We can offer, however, a world class educational experience and employ world class research to explore this broader region. We can be the best in the region and the best in the country at it, meanwhile emphasizing the accessibility of our education and research to the region and beyond. I will be seeking input from faculty and staff about this idea in the next several months. Can we help you teach your classes? Can we help you build your programs? One thing we can do is support merit raises for all faculty, and counter the trend in the state to pit K-12 against higher education.

The Chancellor-Elect then fielded questions: He assured the Senate that he was mindful of cost burdens on families and students. Fund-raising will be aimed at scholarship/fellowship money. He also assured the Senate that he was conscious of our excellent record as teacher/scholars, i.e., bringing research into the classroom.

Remarks

Dana Dunn, Acting Chancellor, Provost, and Executive Vice Chancellor:

Welcome back! I just have a few brief points.

- 1) I care very deeply about having a diverse faculty at UNC Greensboro. WE have rich diversity in our student body, but have actually seen a decline in ethnic diversity in our faculty since 2011. Every year for the last many years the Diversity and Inclusion committee has developed recommendations that we address this issue. One of their recommendations has been that we develop training for searches designed to generate diverse candidate pools and hires. I spent time this past summer (with the help of talented instructional designers in DCL) putting together an online module designed for this purpose. It

has been previewed by Deans and several members of the diversity and Inclusion committee. While the module can certainly be improved (and will be for next year with the input from the brief survey at the end), it's ready for use this year. All search committee members are asked to complete this module. The time required should be only about 30 minutes. I welcome your feedback to make this better. The link is <https://uncg.instructure.com/courses/14247>

- 2) Enrollment is up at census by 751 students to a total of 19398. We are up about 5% overall at the undergraduate level and down less than a percent at the graduate level. We are up 4.15% in credit hours, the basis of our funding. This bodes well for our new budget when the legislature passes one. The latest continuing resolution has a date of September 18.
- 3) There was much confusion this past summer when UNCGA elected to change the tier on chancellor compensation for UNCG, moving us from tier 2 to tier 3. This was done at the May BOG meeting just prior to the appointment of Chancellor Gilliam. The change was for the purpose of Chancellor compensation only, and resulted from a recent compensation analysis study carried out by external consultants. They considered the factors that are commonly used in executive compensation (e.g., size of institution, cost of living) and set new ranges for all Chancellors. What is most important to note is that this had nothing to do with our Carnegie designation—we are still in the Research High Activity category and our peers in the UNC system have not changed.
- 4) Coache faculty survey data has just arrived. I will present preliminary findings at the September 16 convocation, then make the full data available to the faculty. There is much information and I suspect we will be mining it for some time. I will announce next steps at convocation. They will include constituting a task force of faculty to work to identify actionable items for improvement and to recommend steps to be taken.

Committee Briefs

Stoel Burrowes, Election Committee Chair

We still have vacancies on two committees. We need two people on the Honorary Degrees Committee. The nominations must be received by September 18 to be voted on by October 7, we may resort to an electronic vote. We also need a Secretary for the General Faculty. This slipped by last year because there was no year-end General Faculty meeting. This must be voted on by the September 11 deadline. Please spread the word in your constituencies and encourage people in your units to serve if they are so inclined, and have them e-mail me. The nominations will be announced at the Convocation.

Frank Donaldson, UG Curriculum Committee Chair

Our main work in 2014-15 was streamlining the process of undergraduate new course submission. We had 76 amended courses last year, so we have set up an ad hoc committee on curricular change processes. We are no longer using the standardized course syllabus and instead are relying on revisions with more review by units before going to the university committee. There is a new Form A that is being refined. Changes in the GEC will overlap some changes in UCC.

Presentations

Jim Thornton, Interim Director, University Relations

I have been here since May, and my purpose today is to give you a clear idea of the work University Relations does. By definition, Human Resources exists to tell the UNCG story. There are a variety of key groups, 64 constituent groups in all, and I will briefly describe the functions we fulfill: under Communications, we have publications, media relations, and crisis management; under marketing, we include branding, market research, targeted marketing plans, and advertising; under creative services we include web design and content management, social media, graphic design and photography.

Mike Harris has done a tremendous job in spearheading the work we do, but in spite of two new hires, we are still understaffed. With Chancellor Frank Gilliam on board, our objective is to reinvent Human Resources, reinstate the Research Magazine and the Alumni Magazine, public audits, initiate celebration of UNCG's 125th anniversary in July 2016, implement university branding—some of you are already working on this—web site development, social media development, marketing plans, and market research.

We are employing Meltwater News reporting to track the distribution of our information, and Work Zone to list follow-up steps to be taken for every report we produce. We have also created letterhead logos for each school to be used in their email. We ask to be kept in the loop. Contact UR with 1) media releases you are making 2) features or interviews with faculty or staff 3) updates to the experts-on-campus lists and 4) third party media relations or contact reports.

Dana Dunn, Kim Record, Ambrose Jones
NCAA Sanctions

Over the summer we communicated with the campus about the NCAA sanctions imposed on UNCG. The reported violations were self-identified, they were immediately reported, and sanctions were imposed that are designed to strengthen the system of NCAA reporting. The incident did not involve academic fraud, unfair sports advantage, or academically unqualified students. UNCG has owned our mistakes. We have vacated wins and southern conference championships. There is a follow-up compliance review to be submitted. Senate questions concerned specifics of the violations, and Dunn replied that the responsibility for the violation ultimately lies with the Chancellor, in this case, most recently with her. The failure was not a people failure but a process failure. NCAA found no misconduct, but the complexity of the certification process led to the failure of students to check all necessary boxes in the online certification form. Because the discussion had to be cut short to move on to other business, Wallace asked that Senators should send any additional questions to her and she would send them on to Record and Jones. Wallace also said that if there was a feeling that this issue should be revisited in Senate, she would include it again in a future agenda.

Dana Dunn and Anne Wallace, Faculty Workload Guidelines

The year before Dunn arrived, UNCG revised the Faculty Workload Guidelines, and were turning it into general Administration when she arrived almost a full year later. In early June Junius Gonzales at GA asked for further revision and more transparency in the document, including a specific process for monitoring faculty workloads. At last, we now have reasonably accurate faculty instructional workload data, although historical data may be inaccurate. In October, the data will be published. After the September 24, CAO meeting we will know more about what other campuses do in the calculation of workload and what GA will allow so that we have some clarity and guidance about what justifies course reduction. Reductions are most often granted for research and graduate supervision, but not service. Senates job will be to record our reactions and reflections along with an accurate revision of the policy. [Dunn] So that Faculty Senate can make clear, specific recommendations for further revision of the Guidelines, Wallace will appoint an Ad Hoc Committee on Faculty Guidelines Revision. Bruce Kirchoff will chair and Steve Yarbrough will continue from the informal working group that discussed this process this summer. The ad hoc Committee will have members from each Senate electoral division (plus Kirchoff), with Kirchoff, Yarbrough (CAS) and two other faculty forming the core writing group; five other faculty will act as liaisons to their units, providing feedback to the writing group. Please send suggestions for members to Anne Wallace. The committee's draft recommendations will be ready and distributed by September 30, issues identified before October 7 Senate meeting, and the Senate's approved recommendations for revisions sent to Dunn that same day (October 7). Provost Dunn will give us her proposed revision of the Guidelines (drawing on a wide range of recommendations including those of Faculty Senate) by October 14, and we will have 3 days for a final review and any further recommendations. Because of the short timeline, this final review will be carried out by the core writing group of the ad hoc Committee. [Wallace]

Call to extend meeting 10 minutes. So moved. Seconded. Passed.

Questions concerned non tenure track stream, whether there was a minimum class size, a distinction between undergraduate and graduate hours (none), and where our data comes from.

Adjourn

Move to adjourn. Seconded. Adjourned.

Respectfully submitted,

Jim Carmichael

Secretary, Faculty Senate Secretary

Minutes approved October 7, 2015