

# Faculty Senate

## Minutes

10/24/2018 Regular Business Meeting 3:00-5:00 pm

### ADMINISTRATIVE PROCEDURES

#### ROLL CALL

**Present:** Matthew Rave, Sharon Metcalfe, Todd Collins, Heather Mae Erickson, Saheed Aderinto, Mae Claxton, Cheryl Waters-Tormey, Sean Mulholland, Ken Sanney, Rus Binkley, Amy Murphy-Nugen, Wes Stone, Kristin Calvert, Rebecca Lasher, Elizabeth Tait, Brian Railsback, Shawn Collins, Damon Sink, Ophir Sefiha, Alison Morrison-Shetlar, Carol Burton

**Members with Proxies:** Niall Michelson, Roya Scales, Catherine Carter, Laura Wright, Charmion Rush, Sudhir Kaul

**Members Absent:** Ian Jeffress, Indi Bose, Frank Lockwood

### APPROVAL OF MINUTES

#### **Approval of Regular Business Meeting Minutes from September 27, 2018**

Minutes brought on screen.

Vote proceeded. Passed.

### REPORTS

#### **Chair's Report: Damon Sink**

##### **BOG proposed Search Policy Revisions Update**

Senate received a good response from Faculty Assembly in regards to their previous resolution in response to the Board of Governors Search Policy Revisions. Damon believes the resolution had some slight influence on some wording in a couple of places within the revisions. Technically, those policy revisions do not affect WCU's ongoing search.

##### **Chancellor Search Update: Shea Browning**

The Chancellor's Search Committee held a meeting recently, and the crafted leadership statement was approved. It is currently on President Spellings desk. The job advertisement was approved by the committee as well.

These are all open meetings and anyone is welcome to attend. The next meeting is scheduled for December 5<sup>th</sup>.

*Question: What time will the next meeting be held?*

*Response: 10am-12pm at the Ramsey Center Hospitality Room.*

### **Welcome Shawn Collins 2018-19 Chair-elect**

Damon Sink said a thank you and shared that he was very appreciative of Shawn's willingness to serve as Faculty Senate Chair for AY2019-2020.

## **Chancellor's Report: Alison Morrison-Shetlar**

### **Caribbean Catamounts**

Last week, Chancellor Morrison-Shetlar had the honor of presiding over two commencement ceremonies for graduating students from our Jamaica cohorts in Kingston and Montego Bay. A total of 75 students graduated during the events – 50 with bachelor of science degrees in education and 25 with master's degrees in education.

We currently have one cohort, consisting of about 20 students, in Kingston that is approximately halfway through 10 courses in the master's degree program in special education. These students are expected to complete their course work this summer. We hope to have enough students for a special education cohort somewhere else on the island to begin in January or next fall.

In addition, we just launched an educational supervision cohort in the master's degree program in Kingston this month. We also hope to have enough interest to begin a second cohort in educational supervision elsewhere on the island in January or next fall. Meanwhile, across the Caribbean, we will start an educational supervision cohort in Colombia in January.

The latest edition of the Western Carolina University Magazine has a wonderful six-page article marking 50 years of success in educating Jamaican teachers.

### **Land of Sky Panel**

Chancellor Morrison-Shetlar had the pleasure of having a breakfast conversation yesterday with leaders from the Land of Sky Regional Council service area in Asheville. The topic was "WCU: A Catalyst for Economic and Community Development." The event included more than 20 key leaders and great conversation around how WCU can help drive economic and community development in the region.

Chancellor Morrison-Shetlar shared updates with the group about WCU's efforts to address practical problems by giving our students hands-on learning experiences, and reminded them that means providing applied professional training in fields such as engineering, health care, computer science, and entrepreneurship, and that it also means making sure our students develop the skills they need in every field, which is being fulfilled by our DegreePlus Quality Enhancement Plan.

The group was excited to hear about such resources as our Small Business and Technology Development

Center, Center for Entrepreneurship and Innovation, Rapid Center, and the recently announced project with Mountain BizWorks and other regional partners to help develop 35 new outdoor-related businesses and expand 100 existing businesses. And, participants at the event also welcomed news of our efforts to increase continuing education and professional development in the greater Asheville-Hendersonville area at our Biltmore Park instructional site. As the regional comprehensive university serving WNC, we look forward to continuing to be a close partner in growing the economy of the metro Asheville area – and the entire region.

### **President Spellings Visit**

University of North Carolina System President Margaret Spellings visited our campus this morning to meet with and hear directly from students who are benefitting from the NC Promise tuition plan. As you know, the program that reduces out-of-pocket tuition costs at WCU and two other UNC institutions – Elizabeth City State University and UNC Pembroke – took effect this fall. While WCU has a long tradition of offering high-quality academic programs and student experiences at an affordable cost, NC Promise means that a Western Carolina University education has become an even better value for our students and their parents.

President Spellings was on campus today as part of a statewide tour to promote the “We Promise” campaign. In addition to NC Promise, the campaign highlights the Fixed Tuition Program, which holds resident undergraduate tuition flat through four years of continuous enrollment at any UNC System institution.

She also visited our early voting station in A.K. Hinds University Center and talked to students about efforts to “get out the vote.” Chancellor Morrison-Shetlar shared that she is very proud of the civic engagement activities of our students through the Student Democracy Coalition, work that has been recognized by the American Association of State Colleges and Universities as worthy of its Civic Learning and Community Engagement Award. The award will be presented later this month at a meeting in Washington, D.C.

### **Advocacy and Advancement**

Meredith Whitfield, WCU’s director of external relations, and Chancellor Morrison-Shetlar met last week with N.C. Rep. Hugh Blackwell, and Chancellor Morrison-Shetlar will meet tomorrow with N.C. Sen. Jim Davis. The purpose of these meetings, and of other conversations with members of the General Assembly, is to talk about the university’s legislative agenda for the upcoming session.

The top priority on WCU’s legislative agenda is to seek increased funding to address faculty and staff salaries. We will continue to talk to our legislators about this very important issue, which we view as critical in order to recruit and retain the best people to work at WCU. Other legislative priorities include obtaining the remaining \$16.5 million needed to upgrade our aging steam plant, which received an initial \$16.5 million installment earlier this year; ongoing full funding for NC Promise to cover the difference between undergraduate students’ out-of-pocket costs for tuition and the actual cost of providing that education; and funding for summer school to support student retention, access, and time to graduation.

Finally, our “Lead the Way” comprehensive fundraising campaign continues to move ever-closer toward its goal of \$60 million for scholarships, experiential learning opportunities, and programmatic support. Just last week, we received a \$1 million estate gift that pushed us over the \$54.3 million mark. Look for more details to be announced soon.

## Provost's Report: Carol Burton

### Faculty and Staff Salary Compensation Administration Guiding Principles

We are committed to ensuring salary and compensation remains an institutional priority to attract, reward, and retain the highest quality employees. This is in line with our 2020 2.0 strategic plan (goal 5.1), and in response to the competitive higher education landscape, as well as fair hiring practices.

To that end, we have developed a regular and recurring process for employee salary review. On a biennial basis, the University conducts an equity/labor market review of all permanent faculty and staff salaries to include their comparison to appropriate, designated labor market rates. The results of the analysis are reported to the Chancellor and Executive Council. Additionally, division and college specific data are provided to the division head and/or dean of each area. Dependent on the ability to identify resources, these results will be used as a factor when determining potential salary adjustment actions.

The following paragraph provides a short summary of WCU's current compensation principles for both faculty and staff, followed by the procedural guidelines which provide the specific details of this process:

The specific salary for a faculty position is established/adjusted based upon consideration of all the following factors:

- a. Target market range. (For faculty positions the target market range is defined by the UNC System as the 50<sup>th</sup> – 75<sup>th</sup> percentile of the designated salary range. Salary ranges are established based upon UNC and National peer group comparisons by teaching specialization).
- b. In addition to the target market range, the University has established a minimum salary of 77.5% of the designated market rate
- c. Overall qualifications of the incumbent (to include merit considerations)
- d. Equity comparison to all "like" positions
- e. Availability of funding

To monitor salaries and overall compensation position, the University conducts biennial salary reviews and communicates findings to University leadership.

### Procedural Guidelines

- 1) Salary ranges will be established and based upon appropriate state and national salary survey comparison data. For SHRA (Subject to the Human Resources Act - staff) positions, statewide salary ranges established by the North Carolina Office of State Human Resources are utilized. For Faculty and EHRA (Exempt from the Human Resources Act) Non-Faculty positions, the university utilizes two primary sources to set the appropriate salary range;
  - a. UNC System designated ranges: These ranges are utilized for EHRA Non-Faculty positions and are derived from salary survey data based upon national institutional peer group comparisons.
  - b. National College and University Personnel Association (CUPA) Salary Survey Data: These ranges are utilized for Faculty positions. Specifically, salary survey data derived from UNC System national peer group comparisons (by teaching specialization) is utilized.
- 2) As a rule, no salary shall be established below the minimum designated market index (current minimum index is 77.5% of the designated market) of the current salary range appropriate for the position. Additionally, North Carolina has established a minimum threshold for an employee's salary at \$31,200 (based upon a 12-month, 1.0 FTE position). Both of these minimum figures are reviewed on an annual basis and adjusted as may be appropriate).

- 3) When appropriate and after a formal assessment of key compensation factors (ability to pay, internal equity considerations, ability of the incumbent to perform the duties, and external labor market), the UNC System has designated a target market range between the 50<sup>th</sup> and 75<sup>th</sup> percentile of the designated salary range.
- 4) As part of the biennial review process and to detect and address potential gender inequities within the workforce, the university will identify those faculty and staff whose salaries are more than 10% below the respective campus average for members of the opposite sex within their rank and/or position type. This information will be reviewed to determine if salary adjustments above and beyond campus wide adjustment processes are necessary.
- 5) Certain salary actions and adjustments occur throughout the fiscal year outside of either the annual legislative increase cycle or formal campus wide equity adjustment processes and will follow the principles as stated in #1, 2, and 3 above. These include new hire salaries, promotions, formal retention offers, position reclassifications, and equity, labor market, and merit based adjustments.

### **Books**

There were some significant issues with delivering books for students in time for start of classes this semester. We have identified the causes and are working with the Book Store to prevent repeat challenges for the 2019 spring semester.

### **Polling Station**

So far, over 600 early votes cast between Oct. 17 and 23, 2018.

### **Outdoor Economy Conference**

Special appreciation extended to the organizers and attendees of October 5<sup>th</sup> Outdoor Economy Conference. The curricular and continuing education opportunities for us to engage with this industry are immense and generating excitement from faculty, local businesses, government entities, and students. The conference helped to galvanize more than 250 participants, many of them external to WCU, who want to support our partnerships in this area.

*We are looking into the creation of an interdisciplinary program around an Outdoor Gear program. This is an area of distinction, so we are trying to match our practice with our mission.*

### **Enrollment Projections for Fall 2019**

The Enrollment Planning Committee is actively discussing student enrollment projections for Fall 2019. Without changing admissions strategy, and intentionally holding the incoming 2019 freshman class to 2,150-2,200 students (Fall 2018, n = 2,189), natural growth due to increased new student enrollment and strong retention rates in recent years will result in student headcount growth of approximately 350, and total student headcount approaching, if not exceeding, 12,000. Balancing residential and instructional capacity with the UNC System Office expectation for NC Promise institutions to grow enrollment is a key area of enrollment planning for fall 2019.

### **Upcoming Administrative Vacancies and Search Updates**

- Dr. Susan Fouts, Executive Director of Educational Outreach, will retire on September 30<sup>th</sup>, 2019; a search will commence by the end of December, chaired by Dr. Kevan Frazier, Executive Director of Biltmore Park
- Dr. Steve Wallace, Director of Assessment, will leave WCU in two weeks, on November 6<sup>th</sup>
- College of Business Dean Search – three candidates will visit campus between October 30<sup>th</sup> and November 15<sup>th</sup>
- College of Health and Human Sciences Dean Search – position posted
- Associate Dean of the Graduate School – two external candidates currently interviewing
- Director of Sponsored Research – search committee under development
- Director of the Coulter Faculty Commons for Teaching Excellence – committee formed and position posted

### **Jamaica Commencements**

WCU hosted two commencement ceremonies in Jamaica during October 12 and 14 with approximately 75 students graduating. This is the 50<sup>th</sup> year anniversary of the program for teacher educators in Jamaica.

### **Administrative Program Reviews**

Mentoring and Persistence (MAPS), Writing and Learning Commons, and Student Transitions units are undergoing program review on October 23-November 6.

Three academic program reviews will commence in the Spring semester from A&S

*Many of you attended a campus theme event co-sponsored by the College of Arts and Sciences and Office of Campus Activities this week. Rosa Clemente's strong message was reflective of our commitment to civil discourse and the free and open exchange of diverse viewpoints. A disclaimer that was not fully vetted was made at the introduction of Ms. Clemente's presentation has been retracted and a sincere apology to her was issued yesterday; I extend that apology to those present at the event as well. We have made decisions about future disclaimers and are using this event as an example to educate and unite us rather than the reverse. Thank you for your support and understanding.*

*Comment: There is another event that has been advertised a bit differently... coming from the desk of the Provost which made it seem that this particular speaker had administrative support.*

*Response: The reason it came out from the Provost, is because this particular speaker is part of the Distinguished Speaker Series at the institutional level rather than Ms. Clemente, who was brought in at the college level. I do understand that messaging is important.*

*Damon Sink shared that the fact that we feel like we need to explain that a speaker on campus isn't representative of the university, is scary.*

*Question: What is the input process for the policy?*

*Response: We are crafting some statements and we are happy to share that with senate and receive feedback.*

Further discussion proceeded.

***The full Provost Report is available on SharePoint.***

**Summer Session Discussions: Lowell Davis**

A PowerPoint was displayed and Lowell Davis shared information about Summer Session discussions that have been held at the UNC level. UNC's System Office and Board of Governors are exploring ways to increase access to summer instruction, based on research which shows that engaging in summer coursework fosters greater student success and more efficient degree completion. WCU was part of three institutions that were asked to provide feedback regarding the aforementioned efforts.

The results were:

- All three institutions noted positive results; FSU had the least to report as summer operations at this institution are minimal compared with the remainder of the system.
- Students enrolled in summer term show greater academic success, including increased retention rates, decreased time-to-degree, and higher GPAs.
- Students receiving financial assistance in the summer are more likely to attempt a higher number of credit hours.

The main discussion point is a cultural and organizational shift toward conceptualizing summer as part of the academic year. This shift would have a significant impact on UNC campuses, including WCU:

- Typical faculty contracts would continue to be 9-month, but would include varied term combinations, such as summer-fall or spring-summer, in contrast to the traditional fall-spring contract timeframe.

**Update on Faculty Senate Student Support Fund: Lowell Davis**

Lowell Davis shared that this foundation account is funded with donations that are designated to the specific purpose of supporting students in emergency situations needing assistance. The current balance is \$13,750.

Common situations we are seeing are:

- Student is unable to afford rent or utilities due to unexpected financial burdens (child/parent/self-illness, car trouble, etc.).
- Student has had an unexpected change to work schedule (cut in hours, transfer to distant branch office, etc.) and as a result is unable to meet financial demands.
- Financial support from family has been discontinued (lifestyle disagreements, estrangement, divorce, etc.).
- Cost of medication has increased significantly.

We have had conversations with a number of other students requiring various types of assistance. Whenever possible, students are directed to the resources offered by **HomeBase**— especially for requests for food, laundry facilities, hygiene products, and other sundries.

We are sometimes connected with students who do not follow up for requests to meet or discuss their needs.

In order to receive funds, students must complete paperwork with the Office of Student Affairs. Without this paperwork, requests cannot be granted and funds cannot be released. Some students have declined to complete the necessary paperwork.

We've received some problematic requests as well.

We are unable to support requests for tuition, book purchase/rental, or course/program fees. This type of support is considered "**financial aid**" and will have negative effects on student accounts.

We are unable to provide support for students who are not in good financial standing with the university.

We are unable to provide support for students who have requested and received funds from another university resource in the recent past.

*Question: It's hard to know where it goes after we make the request for a student. We might could help push the students' harder if we know the student hasn't responded, etc....How many students have been assisted?*

*Response: About 10 students have received support this semester. We do send some to HomeBase for assistance, and we do not track those students. We can look at putting together an overview of all of the requests that come through for student support.*

*Question: Any sense for what kind of ongoing support the fund will need? Can we think about a projection for after this year?*

*Response: Lori Lewis has worked with some donors about this fund. She worked to get us a \$10,000 gift, and staff does support it as well. Lori Lewis shared that a donor will continue to renew and the longer-term plan is to present an endowment proposal.*

*Damon Sink shared that we should set some contribution goals as a senate.*

## **Staff Senate Chair: Natalie Broom**

### **Scholarship/Mountain Heritage Day totals**

Staff Senate made \$1,140 in ornament pre-sales, and made \$533 from donations. We have 22 ornaments available out of the 200 we started with.

Our endowment now totals \$97,228.46. We will reach \$100,000 this year.

### **Homecoming**

Our Staff Senate theme is "Building a Legacy Up." We will be dressed in spirit wear and have a construction-theme. Faculty Senate and SGA are welcome to join us.

### **Resolution**

We are working on a statement of support for EHRA salary increases, and gathering data to submit professional development funding into the budget process.

### **Community Service**

Alison Joseph and Kaitlin Ritchie shared a PowerPoint regarding Staff Senate's community service initiative of wanting to engage more employees. The goal is to have 100% staff senator participation and a total of 200 hours of service. We have currently logged 66% of our 200 hours, and are at a 76% participation rate.

## **SGA Report: Matt Opinski**

Matt Opinski shared a memo entitled *Unifying the University: Addressing the Need for and Benefits of Building a Student Union at Western Carolina University*.

SGA is in support of building a student union as a place for students to hangout and have conversations where we can try to bridge the cultural barriers on campus.

Of the sixteen colleges in the UNC System, only five of them are without a student union. WCU is one of those. Among the five schools in the UNC System that do not have a student union, WCU has the highest enrollment.

The Mountainlair at WVU has a program called WVU All Night, which is an "award winning late night program for students to participate in during the weekends. The program, the first of its kind in the United States, started in 1998 and continues to provide exciting programming for student week after week. WVU All Night takes place each Friday and Saturday evening during the fall and spring semesters and offers free games and activities, snacks, breakfast, volunteer opportunities and tutoring sessions". These offerings encourage students to spend time at the Mountainlair on weekends as opposed to partying, drinking, and other dangerous activities.

SGA feels there would be many benefits to the students and university, and it aligns to our Strategic Plan initiatives 2.1.4, 2.2.1, 2.4.1, and 3.1.1.

## **Faculty Assembly Report: Rebecca Lasher**

Rebecca Lasher shared a four-page report from the October 19, 2018 UNC Faculty Assembly meeting.

Shun Robertson, Assistant Vice President for Policy Development gave an update on AP Policy & Summer School Initiative

President Spellings asks that we have a focus on transfer equivalences with community college's and work on articulations and course equivalencies to make it more attractive to finish in the UNC system.

Faculty raised several questions and continue to have the following priorities:

- Salary Compression
- Health Insurance
- Revision of Faculty Retention/Instructional Resources

## **Special Guest: Lori Lewis**

**University Policy 104**

- Policy was revised April 17, 2017
- Review of gifts that affect academic freedom or curriculum
- VC required to meet with faculty senate once each year to provide a general report on gift development
  - Review FY18 results
  - Review FY19 documented gifts and pledges to date
  - Campaign progress

#### **FY18 Gift and Pledges**

- \$21,544,328 raised in gifts and pledges
  - 103% increase over FY17
  - Most successful philanthropic year in university history
- \$10,057,906 in documented planned gifts
- 31 new endowed scholarships created
- \$9.5 additional dollars to existing or new scholarships

#### **FY18 Program Endowment**

Patricia Greer Study Abroad Program Endowment \$27,200  
 Short term study abroad support across all academic units– housed out of International Programs Office with Ling Gao LeBeau as the point person for awards  
 Gift was made in honor of David O. Belcher

#### **FY19 Program Endowments**

Vannoy Construction Program Endowment \$25,000

CET Construction Management program to support construction management experiential learning, student professional development, research, and equipment needs  
 Additional \$10k in annual support provided by Vannoy for construction management use

Jack and Judy Brinson \$1,000,000 estate pledge to fund:

Honors College Scholarship Endowment  
 Honors College Study Abroad  
 Honors College Undergraduate Research Program Endowment

#### **Campaign Progress:**

July 1, 2014 – October 17, 2018

**\$54,177,786**

90% Goal Attainment

- \$24,234,326 Gifts

- \$27,001,718 Pledges
- \$2,911,741 Private Grants

## COUNCIL and COMMITTEE REPORTS

### CRC Report: Wes Stone

The council is working on three initiatives.

- Evaluations on advising. We are currently meeting with SGA to look at his.
- Non-tenure track advancement. We need to make some faculty handbook changes. Brandon Schwab is putting together the verbiage.
- Collegial review for administrative personnel.

Next meeting is November 5<sup>th</sup>.

### APRC Report: Ken Sanney

The council is working on assessment and program Review Issues with a focus on:

- Communication
- Accountability/responsibility
- Policy

We are trying to put together a resolution for next month. We want to streamline the policy and ensure colleges have some level of control and that a designated body can help streamline communication.

Damon Sink shared that assessment is done differently in every college, so we want to ensure we get all of the right people in a room together.

Ken gave some examples of issues they are discussing:

Communication is a problem.

We are talking to Associates Deans Council, talking to Tim Metz, and there has been turnover of our assessment person), there is great frustration about program review and we are trying to repair the trust there.

We need to fix the communication issues first before we can write a policy.

### FAC Report: Amy Murphy-Nugen

The council will be meeting over the next couple weeks, and talking about a resolution that was worked on last year. We want to add the Faculty Senate Chair and the Staff Senate Chair to our Board of Trustees. Faculty needs a voice on the BOT. We hope to remedy the issue.

We have been asked as a council to revisit the discussion of salary compression. Faculty are still very concerned and we want to see if there is further action we can take.

We are also revisiting funding for non-tenured faculty and travel.

We are in the process of reviewing and evaluating the student evaluation process. The Student

Assessment of Instruction taskforce has meet a few times, and there are efforts to get feedback. There is a survey of the student experience, and we are adding in a question about CoursEvals. We will be holding some focus groups as well.

We are using the overflow meeting time as a forum on November 29<sup>th</sup> and will send out a reminder.

There will be an invite from Dale Carpenter as well inviting faculty to vendor presentations.

*All Faculty Senate meeting recordings are available on the share drive.*

**MEETING ADJOURNED**