

Faculty Senate *minutes*
October 4, 2017
3:15 PM, Cabe Room, Garrison Center

Senators present: David Bateman, Emilie Beltzer, Troy Bray, Carolyn Eoff, Tommy Finley, TaLisha Givan, Paul Glover, Eric Jett, Catherine Leach, Richard Miller, Holly Morado, Dever Norman, Janice O'Donnell, Connie Phelps, Malcolm Rigsby, Ingo Schranz, Natalie Scrimshire, Laura Storm, Suzanne Tartamella, Mike Taylor, Tammie Townsend

Senators absent: Don Benton, Megan Hickerson, Lewis Kanyiba, Lisa Massey, Christine McDowell, Rochelle Moss, Kasten Searles, Mike Watters

Guests present: Dr. Steve Adkison, University Provost and VP for Academic Affairs, and Dr. Brett Powell, University VP for Finance and Administration

1. Meeting called to order at 3:16 PM by Dr. Malcolm Rigsby (Faculty Senate President *pro-tem*)
2. University Provost and VP for Academic Affairs, Dr. Steve Adkison, was present to answer Faculty Senate member questions. No questions were asked.
3. University VP for Finance and Administration and Interim VP for Student Affairs, Dr. Brett Powell, was present and discussed the following:
 - a. Dr. Powell stated that the data used in the current/existing Salary Study is outdated and the sample sizes used are variably small. The anticipated strategy that will replace the current/existing Salary Study approach will include comparator institution data obtained through the College and University Professional Association for Human Resources (CUPA-HR) database. This database will offer a larger sample size of a more broad selection of comparator institution salaries from which compensation estimates can be based. The CUPA-HR database will be available in February of 2018 for an estimated cost of around \$1,000. Projected analysis of this data will begin at that time for an anticipated implementation of the results in 2018/2019. Dr. Powell briefly described two general strategies that he expected would be used to analyze the CUPA-HR data upon its availability. One approach would be to select masters' granting comparator institutions according to geographic location, and this region would be extended until a sufficient sample size is obtained. A second approach would be to select institutions according to *Carnegie Class*.
 - b. A solution to remedy the current \$1.6 million budget deficit is presently under discussion. Generally-speaking, the first course of action is to cut spending in areas that do not directly affect Henderson's people. Dr. Powell has requested that departments assess their dire supplies and travel needs and report back to him by Friday, October 6th with an estimated dollar figure that could be cut. Dr. Powell will compile the figures over the weekend and report to the Budget and Planning Committee at Monday's meeting whether this strategy will be sufficient to resolve the current \$1.6 million budget deficit. The

second strategy *would* affect people – an initial course of action would be to leave current vacant positions open.

Senators sought possible explanations for the current budget deficit. Dr. Powell stated that the Board of Directors approved an unbalanced budget for this year. He also stated that this year's 6% decline in student enrollment is a significant contributor. This is a steep decline compared to the preceding years in which student enrollment was down an average of around 2%.

One senator suggested, as a possible short-term solution to fix the budget deficit, that the university wait a year to implement the new ERP system. Dr. Powell was adamant in emphasizing the importance of moving forward with the new ERP system; that waiting to transition away from POISE would ultimately hurt the university's financial operations.

Since the current \$1.6 million budget deficit seems likely to be a direct effect of the 6% decline in student enrollment, questions were raised as to what changes might be introduced to improve student enrollment moving forward. Dr. Powell referred to student admissions as a critical focus since student enrollment is dependent on student admissions and financial aid processing.

With relevance to the current 2017/2018 academic year, Dr. Powell stated that Henderson delayed processing students' financial aid by four months compared to other institutions who began this process in October of 2016 (Henderson started this process in February of 2017). This meant that students whose FAFSA applications were processed at other institutions were able to plan their enrollment because they had already received responses on their awarded financial aid. Faculty Senate Secretary, Dr. Emilie Beltzer, asked Dr. Powell whether this – the delayed February date in which students could begin processing their financial aid – might explain Henderson's 6% decrease in student enrollment. Dr. Powell's response was "this could certainly have contributed to the 6% decline in student enrollment at Henderson."

- c. Dr. Powell remarked briefly on the university's contract with Sodexo and what that means for Henderson students and faculty who wish to provide food at various meetings and events. In sum, if food is to be purchased using university funds, then the food must be purchased through Sodexo. Food purchased using personal (non-university) funds is acceptable.
 - d. Dr. Powell, who is now overseeing the Felony Review Policy, commented that the policy is being developed based on student rehabilitation rather than "changing the student's life forever."
4. The *minutes* from the September 6, 2017 Faculty Senate meeting were approved.
 5. Updates were presented from the Shared Governance Committee (SGC) Review Committee on the following proposed policies:

- a. Felony Review Policy: Under the *PROCEDURE* section (p. 5) of the proposed Felony Review Policy and Procedures, the SGC Review Committee is requesting clarification regarding the “interim measures” that will take place while a student’s case is under review. They also request that (1) “university” be defined, (2) a timeline for the review procedure be provided, and (3) a faculty member representative be included as part of the Felony Review Committee. The Faculty Senate Executive Committee will address these issues with University General Counsel, Elaine Kneebone.
 - i. A motion to approve these suggestions was passed.
 - b. Policy on Assistance Animals: The SGC Review Committee had no issues to address.
6. The President’s report to the Faculty Senate (see **Addendum A**):
- a. Faculty Senate President-Elect, Dr. Malcolm Rigsby, met with University President, Glen Jones, on September 28, 2017.
 - b. Faculty Secretary, Dr. Emilie Beltzer, met separately with Drs. Steve Adkison and Brett Powell on September 29, 2017.
7. Reports of the committees:
- a. Executive Committee – The committee met on September 29, 2017 to prepare the agenda for this Faculty Senate meeting and to address the vacancy in the Operations and Handbook Committee. Paul Glover volunteered to fill this vacancy. The decision to appoint Mr. Glover to the Operations and Handbook Committees was approved by the Senate.
 - b. Academics Committee – No report.
 - c. Buildings and Grounds Committee – The committee reported an ongoing problem with students parking in reserved faculty parking lots. The committee also reported damage of parking lot curbs and signage.
 - d. Finance Committee – No report beyond what was already discussed.
 - e. Operations and Handbook Committee – The committee is suggesting a thorough update to the entire Faculty Handbook. Committee Chairperson, Mike Taylor, will arrange to meet with Elaine Kneebone on this matter.
 - f. Procedures Committee – No report.
8. Unfinished business:
- a. A motion to defer the ‘Study Skills Boot Camp’ agenda item to next month’s Faculty Senate meeting was approved.
9. Meeting adjourned at 4:54 PM.

Submitted,

Emilie Beltzer
Faculty Senate Secretary

Addendum A

President's Report to the Faculty Senate for October 4th 2017

Dr. Malcolm Rigsby met with University President, Glen Jones, and Dr. Emilie Beltzer met with Drs. Steve Adkison and Brett Powell, on behalf of Faculty Senate President, Dr. Megan Hickerson, who could not attend these meetings due to important family matters.

Meeting with University President, Glen Jones (September 28th 2017)

Student Service beyond academic study: President Jones wants the Senate to know that he supports Dr. Hickerson's desire to have a formal designation that will reflect a student's involvement in social and or community service activity since this is consistent with our strategic goal of bridging the liberal arts with the professional aspirations of our students. Participants may receive a credential that will reflect their leadership and/or service beyond the scope of their academic course of study.

Enrollment: While enrollment is down, he does not want us to lose our focus on the students who are currently enrolled. Part of our decreased enrollment is due to our decision to increase our admission standards a few years ago, which he fully remains supportive of. He does not want concerns to drive a discussion of reducing our admission standards just to enroll students. Further President Jones noted that there will be a curve in which it will take time to increase freshman entry. In the era of performance funding, the focus will shift from beginning of term enrollments to student success. Meanwhile, we must all work as a team in a combination of ways:

1. Interact with student: Continue to let them know we care about them and their success,
2. Seek Retention of current students: seek to be vigilant in supporting needs of our currently enrolled students so that they finish their programs of study,
3. Increase Transfers from Two Year Institutions: 2+2 programs. We will need to ensure that all of our key programs are aligned with our two-year partners. This will ensure that transfer students are able to complete their degrees within two years,
4. New Baccalaureate Programs: The University does not offer several high-demand programs that are desired by students and our states. Departments can identify public needs and submit a proposal for a needed program through normal channels,
5. New Graduate Programs: We need to keep our graduates here. If a program is feasible we need proposals so that we can review them and decide if we can implement it,

Online Education: The University will need to grow the number of programs offered online given the demand in this area, particularly at the graduate level. He is supportive of a campus policy that would govern our online activity.

As a final thought Dr. Jones asks us to remember that he wants our input. We must all focus on students not only on academics but also on their total wellness; we are working together.

Meeting with Dr. Steve Adkison, University Provost and Vice President for Academic Affairs (September 29th 2017)

This meeting focused on the general practices of the administration (past, present, and future) in balancing the needs of Henderson's employees and students under the university's budget and projected revenue.

Focusing on student success needs, Dr. Adkison suggested that progress is being made on additional and improved campus activities for students (e.g., intermural sports and other campus-based activities). Improving the quality of student life experiences and better communication and engagement with students relative to existing activities would further promote and stabilize student retention. On the topic of student life, Dr. Adkison was asked to comment on the administration's original intentions behind the not-so-old "zero tolerance policy" – why such a broadly punitive policy was ever enforced. Dr. Adkison described that at the time leading up to this policy, a great deal of illegal activity was taking place on campus, mostly in the residence halls, including drug dealing, inappropriate sexual behaviors, and violence. Student Affairs was unable to bring the situations under control with existing policies and processes, though the circumstances demanded immediate attention. The "zero tolerance policy" achieved that aim. Dr. Adkison pointed out that the policy already contains processes for appeals and exceptions and that it would be timely to review those processes in terms of balancing student justice and rights with campus safety and wellbeing.

Concerning faculty compensation, Dr. Adkison noted, in general terms, that the next compensation plan update should include a way to account for one-time faculty time-in-rank adjustments to address structural compression within a given rank. He and Dr. Powell are continuing the discussion that started with the Provost's Deans Council last year; details of the process are in development pending more accurate comparator data. He also noted that the final dimension of the faculty compensation plan would need to include merit increase criteria and processes, in the event that merit funding becomes available.

Concerning the wide differentials in faculty pay between departments (e.g., faculty salaries in business compared to those in english), salary figures in the compensation plan are based on the average salaries identified for specific program faculty by rank, which conceivably would correlate with what faculty might earn in positions outside of academia in their respective fields. Dr. Beltzer questioned whether this practice should be reviewed, and perhaps updated, to reflect modern developments and changes in some disciplines. For example, individuals with psychology degrees are specially trained in data analysis and research methodology focusing on human behavior – the expansion of and reliance on "big data" across a multitude of nonacademic sectors and a growing trend among for-profits to incorporate behavior models for candidate screening purposes or performance predictions has meant a new wave of (lucrative) employment opportunities for individuals with degrees in psychology.

A final topic presented during this meeting concerned the disparate employee health insurance premiums for single/dually-employed versus family plans. Employees with one or more family members insured through Henderson's family plan pay \$682.47 per month, whereas employees on the single/dually-employed plan pay \$84.45 per month. Dr. Adkison explained that this cost

allocation arrangement for employee health insurance premiums was established by the university's Fringe Benefits Committee. He noted that the committee is discussing this arrangement and needs feedback from university constituencies to express their preferences for a more equitable allocation of cost for the single/dually-employed/family plans.

Meeting with Dr. Brett Powell, University Vice President for Finance and Administration and Interim Vice President for Student Affairs (September 29th 2017)

The university faces a nearly \$1.7 million revenue shortfall for 2017 mostly due to decreased student enrollment from the fall of 2016. The primary sources of revenue for the university include student tuition, funding from the state, and a smaller portion from ancillary means (e.g., food services). While student admissions are projected to be higher in 2018, the current revenue deficit has called for immediate short-term action. Such action, will be determined by the Planning & Budget Committee with the goal of protecting expenses related to student learning in the classroom and academic support.

Dr. Powell confirmed that the comparator data used in the salary study to generate index salary figures requires reconfiguration, as small samples sizes were used to generate that data. The strategy moving forward will utilize a larger data source from the annual CUPA-HR survey to obtain more representative statistics, while maintaining the process of selecting comparator institutions following a Carnegie classification approach.

Dr. Powell will be present at the upcoming October 4th 2017 Faculty Senate meeting to provide additional information and answer questions.