

Faculty Senate Minutes
16 September 2016, 3:00-6:00 p.m.
DSU Harrison Room

**Adamitis, Brash, Connable, Donaldson, Gerousis, Grau, Holland, Kennedy, Mulryan,
Puaca, Shollen, Thompson, Timani, Waldron, Winder**

I) 3:10 p.m.: Call to Order

II) Approval of August All-Faculty Meeting Minutes

A) **Action:** Grau moved to approve the August All-Faculty meeting minutes, and Kennedy seconded.

Vote in Favor: Unanimous

Brash arrives at 3:14 p.m.

B) August Faculty Senate Meeting: correction p. 5: Reimer misspelled

Action: Donaldson moved to approve the August All-Faculty meeting minutes, and Grau seconded. Winder proposed a minor amendment to correct a spelling error.

Vote in Favor: Unanimous

III) Reports

A) President's Report

1) All faculty should note that Human Resources will hold Open Enrollment for the Optional Retirement Plan in October. Lori Westphal, Director of Human Resources, has invited President Adamitis to a meeting on September 22nd to provide follow-up on the Optional Retirement Plan and ICMA-RC.

B) September 16, 2016 BOV Reports

1) *Academic Affairs* (Adamitis)

Provost Doughty began with an update on the *U.S. News and World Report* rankings. Christopher Newport remains at 5th place among Southern Regional Master's universities. Our acceptance rate is lower than that of all but one university ranked above us, which means that we are very selective. On the other hand, our peer assessment is lower than that of all institutions above us, so we will need to work on enhancing our reputation as we move forward.

This fall we have 276 full-time faculty, which is an increase of one position over last year. However, we actually conducted 20 searches, for a total of 19 replacement searches. With this year's hires, we increased our percentage of tenure-stream lines from 65.1% to 69.9%, which marks a strong step toward

accomplishing our goal of having 75% tenure-stream lines by 2022. The Provost's Office had originally planned to grow the faculty to 279 in AY 16-17, but they did not reach that goal due to a failed search and some unanticipated summer departures. Because of the state's budget shortfall, the Provost's Office did not push hard to fill positions, which left three departments with unfilled lines: Government, Sociology, Social Work and Anthropology, and Mathematics. The AY 16-17 funding designated for these lines (\$255K) has been added to the Turnover and Vacancy budget.

The original plan for searches in AY 16-17 was to fill the three vacant lines, fill positions of departing faculty (e.g., due to retirement) and increase the total number of faculty by 4. But after the Governor announced on August 26th that the budget deficit would be \$1.5 billion over a three-year period, the Provost's Office decided to reduce our number of growth positions from 4 to 2. As a result, Government lost a growth line, and English lost a replacement line. The decisions regarding position allocations were determined by student demand as indicated by student credit hours, number of full-time faculty, number and percentage of adjuncts, class-size information, and trends in enrollment per major. The Provost will present this data to the Faculty Senate at its scheduled meeting with the President and Provost on September 29th.

Ads for our open lines will appear in a ¼ page article in the *Chronicle's* diversity issue, with the following statement: "Christopher Newport University is committed to ensuring that all people are welcomed, honored and fully engaged in the life of our academic community. We recruit exceptional and diverse faculty and encourage applications from women, racial and ethnic minorities, and other individual who are underrepresented in their profession."

The Provost recently attended a meeting of all Virginia state Provosts, which included a briefing about the budget. The following quotes are revealing:

- "no money for raises this year or next"
- "non-higher ed is being asked for 5% reductions"
- "higher ed is exempt for this year"
- "higher ed is NOT exempt for next year"
- "stabilize tuition"
- "targeted cuts" (NB: The Provost thinks that the state will look at sources of revenues and that we could fare well here because we have so many in-state students)
- "be conservative as you move forward"

- “a little bit grim”
- “don’t ask for new big things”

The Provost will try to increase faculty salaries by a little bit, though at this point it is unlikely that we will reach our target 300 full-time faculty by 2022.

Vice Provost Quentin Kidd reported that Christopher Newport ranks third in the state for percentage of students studying abroad (25%), following Washington and Lee (40%) and William and Mary (46%). In AY 15-16, 360 students participated in a study abroad program. 19 students enrolled in the S16 Glasgow program, and 20 are projected for S17. We will increase programming in Glasgow to two semesters per year in AY 17-18, with 20 students enrolled in each semester, and the Luter school is negotiating an exchange program with the Business school in Glasgow. To complement our goal of sending our students abroad, we are also making an effort to increase enrollments of international students at Christopher Newport. Vice Provost Kidd also noted successes in community engagement, where students logged over 57,000 hours of service in AY 15-16, and teaching enhancement, as 34% of the faculty participated in CET programs.

Vice Provost Lisa Duncan Raines provided an overview of our Core Advising program, citing it as an example of a high effective Student Success initiative. She also noted that our first-year retention rate is around 82-83%, which is slightly lower than last year, but small fluctuations are to be expected.

Vice Provost Geoffrey Klein began with updates on Liberal Learning Core assessment (see attached files for data). In AY 15-16 we administered the Collegiate Learning Assessment Plus exam (CLA+) to 189 incoming freshmen and 125 graduating seniors. We use the CLA+ exam to assess the Written Communication Literacy and Logical Reasoning Foundations. The test comprises two parts: (1) a Performance Task focusing on problem solving, writing effectiveness and writing mechanics that presents a real-world situation and asks students to discuss the issue or develop a solution to a problem; and (2) Selected Response Questions that focus on critical reading, and the ability to critique arguments by identifying logical flaws. The Total CLA+ score for our graduating seniors is 1183, which is better than or equal to 78% of CLA+ schools; the Total CLA+ score for our incoming freshmen is 1149, which is better than or equal to 90% of CLA+ schools. This difference in scores represents value added and meets expectations as compared to schools testing similar student populations. At this point the committee discussed details in the report

and noted that while seniors did better than freshmen with respect to the mean score, they were in a lower percentile as compared to their peer groups. Two factors to consider here are as follows: (1) this year's freshman cohort is particularly strong; and (2) we haven't been administering the CLA+ long enough to compare a single cohort's performance as freshmen and then seniors. When we can track progress for individual cohorts, we'll have a better sense for whether the CLA+ is a good tool for us in determining value-added.

Overall, we did very well on our internal assessment of the Liberal Learning Core: 78% of LLC targets were met or partially met, with 62% fully met; only 22% were not met. The attached documents contain the assessment scores and recommended action plans for all Foundations and Areas of Inquiry. Vice Provost Klein attributes our success on assessment to effective collaboration among the faculty, administration and Office of Assessment.

Finally, our Reaffirmation Committee has completed the Compliance Certification Report for SACSCOC. The document comprises over 4000 pages, including 2500 pieces of evidence to support our narrative. The QEP Topic Selection Committee chaired by Dr. Michaela Meyer continues to develop a plan focusing on Undergraduate Research Literacy and will submit a final version in January 2017. There are three areas in which Christopher Newport is currently only partially compliant: (1) *Financial Resources*: We will be compliant after the audit for 2016 is attached. (2) *Administrative Staff Evaluations*: We do not have a history of such evaluations on campus, though we did begin reviews last year; thus far only 35% of AP faculty have been reviewed. We need to ensure that all evaluations are submitted to HR and provide examples in our Focus Report to be submitted to the On-Site Review Committee. (3) *Institutional Effectiveness: Administrative Support Services and Academic and Student Support Services*: We need to complete a full assessment cycle of these areas and will do so in September.

2) *Advancement* (Grau)

Most of the meeting was spent summarizing the Capital Campaign. The end-of-year (2015-16) data were presented. By all measures, the campaign has met the targets and exceeded most benchmarks, especially for a relatively young school in its first capital campaign. For instance, last year's alumni giving exceeded 19%, with over 32% of all alumni having given to the campaign at some point. Next year's "Sprint to the finish" has goals that include reaching \$15 M in scholarships (currently at \$12.7M). Priorities for the future include supporting

faculty excellence, with the hope of adding more endowed professorships.

3) *Audit and Finance* (Kennedy)

The Audit and Finance subcommittee reviewed the previous fiscal year's revenues and expenditures. On the academic side, there was a complete balance as required by the state. For auxiliaries, all but the Ferguson Center were profitable. New plans are being enacted to decrease or eliminate the shortfall annually generated by the Ferguson Center. With all auxiliaries taken into account, the university has cash reserves totaling approximately sixteen million. The subcommittee was given an update on the internal audit, the SWaM purchasing report, and the current debt repayment schedule. An addendum to the Six Year Plan recommended to the full board to change the priorities. It calls for providing no additional funds to Study Abroad, the Library Collection, and Faculty Expansion outside STEM areas in FY 17, and no funding in FY 17 and FY 18 for PLP and the Honors Program.

Senate Discussion

Senators worried that there would be an educational cost attached to scaling back the number and types of performances at the Ferguson Center. We have a responsibility to our students to provide quality educational experiences outside the classroom, and the Ferguson performances offer wonderful opportunities for enrichment, especially events featuring world-class performers. In addition, we are one of the few venues in the area to provide such opportunities to the community. That said, we appreciate the expenses associated with high-quality performances and that attendance at symphonies, operas, etc., has traditionally been lower. As we move forward, we would welcome a chance to collaborate with the Ferguson Center about cost-effective ways to maintain the educational component of the Center's programming. The Senate concluded this part of the discussion by recognizing and appreciating Bruce Bronstein for his work as the new Center Director.

Senators also expressed concern about the changes to the Six-Year plan. Suspending funding to study abroad, Honors and library holdings will negatively impact our Phi Beta Kappa application in 2018, which focuses on the three years prior to application. Some wondered whether the faculty serving on the Report committee should continue investing their time in the application process. Moreover, the decision to cancel searches in CAH and CSS as noted in the Academic Affairs report, combined with the withdrawal of support for non-STEM growth lines in FY17, draws resources away from the academic areas that have contributed the most to our success with *U.S. News* rankings, PBK

initiatives and the Honors curriculum. This led to discussion of other faculty concerns, especially in CAH, regarding the ways in which data has been used to justify decisions about resource allocations. Specifically, there is a strong perception that the Provost determines outcomes first and then finds the data that best supports the outcome. There is also a strong perception that the outcomes tend to favor the Provost's home college at the expense of other academic units.

We ended the conversation at this point. Because we do not have all the facts about the rationale for the recent decisions regarding position allocations or the changes to the Six-Year Plan, it was impossible to engage in further discussion or meaningful analysis of the situation. At the BOV meeting earlier that day, the Provost had promised to share the data that drove decisions about positions on September 29th when we have a scheduled meeting with both him and the President. The SEC will also request more information about the Six-Year Plan. We look forward to having an informed discussion at that point.

[Addendum (approved on October 21st): As the Senate was rather flummoxed by the resolution on the Six-Year Plan, the President decided to seek clarification from the administration. The resolution reflects recommendations made by the Budget Advisory Committee. The University did not alter its funding priorities; we simply did not have enough funding to support them all. The resolution is intended to demonstrate to the state that insufficient support has resulted our inability to fund top priorities.]

4) *Student Life* (Mulryan)

The session included presentations from Vice Provost Lisa Duncan Raines, Dean of Admission Rob Lange, and Vice President Kevin Hughes.

Vice Provost Lisa Duncan Raines reported on several matters. She first presented a survey administered to the class of 2012 regarding their post-graduation employment status. The Wason Center surveyed alumni who graduated 3 ½ to 4 years ago and received a 34% response rate, an improvement over the 23% response rate the year prior. 92.4% of our graduates were employed in some way, also an improvement over the year prior, when 92.1% reported employment. The vast majority of the graduates still seeking work did not take advantage of our career center; many of them are now stay-at-home moms or are travelling. The average starting salary for recently graduated students is \$44,259, but that figure increased to \$50-51K for those students who were 3 ½ to 4 years out, which is higher than the national average. The most

lucrative major right now is physics, with an average starting salary of \$65K. We predict an increase of 5.2% in the employment rate for this year's graduates due to the expanding job market.

"Finding Your Port of Call" is a student success initiative that targets sophomores. Choosing a major generally triggers a great deal of anxiety for students, and this program is meant to minimize that anxiety. During the program, they compare their likes and dislikes to people in several different fields to find out what is perhaps most appropriate for them.

The Luter School of Business collaborated with the Career Center to hold "Accounting Day" at the Freeman Center, which targets junior and senior accounting majors. The goals are to assist juniors in obtaining internships and seniors in obtaining entry-level positions. Sixty-two students submitted a combined total 408 job applications. The accounting firm KPMG interviewed the most students, with two schedules of interviews for the day.

The Fall Career, Internships, and Graduate School Fair is scheduled for Sept. 27-28, 2016. 150 organizations are registered for the event, and over 700 students are expected to attend. An internships and summer job fair will follow later in the year.

Our first-year retention rate is 87%, and our six-year graduation rate is 75%. As we move forward, we need to find solutions to issues that other institutions also currently face: students' inability to deal with disappointment, lack of GRIT and low resiliency. To combat these problems, we now discuss resiliency with students as a part of welcome week and ask students to take a GRIT survey. Finally, we won a national award for student success this year.

The Summer Bridge Program is a student success initiative that identifies at risk students, so that we may apply early interventions. This year 82 incoming freshmen participated in the program, which was held during the summer prior to their first year at CNU. These students are transitional learners; some were self-selecting, some were chosen for the program.

Dean Rob Lange reported that once again we met our admission goal of enrolling 1,200-1,250 students each year with a freshman class size of 1,228. As compared to other state institutions in Virginia, we are doing extremely well with respect to our current admission rate of 60%, which ranks us behind only VMI, William and Mary, and UVA. Many state schools had to admit a higher

percentage of students this year due to Virginia Tech's decision to significantly increase its freshman cohort, and the fact that many large out-of-state schools are courting students in Virginia, e.g., the University of Maryland. One strategy that proved extremely effective for CNU was to increase certain scholarship allocations: from \$2K to \$5K and \$5K to \$10K for Honors and PLP. We had a much higher yield of those students this year due to that increase, making CNU much more competitive with other institutions. Scholarships are hence a worthwhile investment.

Vice President Kevin Hughes reported that Student Affairs is now divided into two units: Campus Life; and Leadership and Student Life. We now have "special interest housing," which is our new Greek housing, for juniors and seniors. The students have a "shared purpose" and an "enhanced living experience".

He also reports that the number of clinical hours for counseling services has significantly increased. One fourth of all students have taken advantage of our counseling services, so we are doing well in getting our students the help they need.

- 5) *Buildings and Grounds* (Shollen): Vice President Bill Brauer provided updates on construction projects and plans. Alumni House is slated for completion in December 2016. The Regattas expansion is underway and scheduled for completion in July 2017; the expansion will include a faculty lounge. The Library Phase II project is ready to be underway, as the required books have been relocated to Gosnold Hall, the Mariner's Museum collection has been permanently moved back to the Mariner's Museum, processes have been put in place for the library to continue offering its services, and study spaces have been created in Freeman Center. The project is awaiting final approval from the state, which is likely only a matter of days. The Fine Arts Center and Band Rehearsal Hall plans continue to be in process. Site plans are being explored for up to six additional buildings in Greek Village, which would provide 25 beds per building for juniors and seniors in selected Greek organizations. Demand for the space by Greek organizations is being investigated prior to beginning firm planning for Greek Village Phase II. Part of the impetus for the expansion is to address the shortage of on-campus living accommodations experienced this year; we were unable to accommodate all seniors who desired on-campus housing, and there was an excess of first-year students having to be tripled. Additional solutions to this problem will also be investigated.

4:35 p.m.: Break

4:48 p.m.: Back in Session

Jessica Thompson, Director of the Center for Effective Teaching, asked Senators to reach out to their departments and remind them to complete the CET survey. Faculty participation in this survey is extremely important, so that the CET may ensure that we are meeting faculty needs.

IV) Unfinished Business

A) Curriculum Proposal

The Senate devoted the better part of the next hour to editing the curricular proposal. Many edits simply provided clarification. Substantive edits and/or observations were as follows:

- 1) The Educational Policy Committee will be renamed, because “Policy” may invite confusion, as the Undergraduate Degree Committee and Undergraduate Academic Status Committee also deal with policies.
- 2) Faculty sponsors will be able to negotiate minor recommendations and provide clarifications at the EPC-level prior to voting on behalf of the faculty groups they represent. This will increase efficiency in the process.
- 3) All reviewing bodies must have a faculty chair and secretary. Voting can only take place when there is a quorum, and names will be recorded with votes.
- 4) The Faculty Senate breaks ties on the EPC and will either approve or deny.
- 5) The proposal specified which sponsoring faculty group must initiate a change for each type of proposal.

5:09 p.m.: Brash leaves

Action: Adamitis moved to approve and Shollen seconded.

Vote in Favor: Unanimous

The proposal will be distributed to all faculty along with the minutes, as well as to the Provosts and Deans. Departments and curricular committees should provide feedback to the Senate by reaching out to departmental and committee liaisons. The SEC will meet with the Provosts and Deans on October 19th to discuss their feedback, and the Senate will vote on October 21st. At that point, the proposal will be sent to the *Handbook* committee, and the *Handbook* process will commence. All faculty will then have a second opportunity to provide feedback before voting occurs at any level. The Senate typically votes on

Handbook proposals in early spring.

B) BAC Memo

The Senate agreed to combine the prior BAC memo that addressed budget cuts with the current memo that addresses funding priorities for good budget years. We will vote on the combined version electronically. The most relevant section of the prior memo on budget cuts is as follows:

"The Faculty Senate requests that the administration continue its customary practice to make only necessary cuts and to do so in such a way so as not to inhibit the faculty's ability to perform the core mission of the University. The Faculty Senate further expresses its expectation of continued dialogue and consultation regarding any cutbacks or changes to the structure of the academic affairs of the university including the curriculum and composition of the faculty that may be necessary as we move forward during the ongoing budget challenges. The Faculty Senate expects that all budget decisions made will continue to honor the policies and procedures of the University Handbook as approved by the University Board of Visitors and the University President.

The Faculty Senate, as a representative body for the University faculty, first wishes to maintain all current faculty lines (tenured, probationary and restricted) as previously allocated by the Provost of the University. In conjunction with support of faculty lines, the Senate firmly supports the preservation of University programs; this is to support our students who have chosen this University for specific programs and majors, and to the faculty that were recruited for specific responsibilities within our curriculum."

If cuts become necessary, the Senate recommends scaling back on funding for the following programs in this order: (1) sabbaticals; (2) FDG's; (3) departmental PD funding.

C) Hillow Emeritus Resolution

Action: Adamitis moved to approve, and Holland seconded.

Vote in Favor: Unanimous

6:02 p.m.: Mulryan leaves

D) Faculty Excellence Awards

The Senate reviewed the new application form and made two emendations: we need to revise the due dates, so that everyone has enough time to conduct reviews; and we decided that award winners can't reapply for three years in the category for

which they won, so that others may have a fair chance at applying.

Action: Adamitis moved to approve the application with the emendations, and Kennedy seconded.

Vote in favor: Unanimous

E) Faculty Development Grants

1) Schedule for 16-17

Fall FDG's

October 12: Due to Department Chair

October 19: Due to Deans

November 4: Due to Faculty Senate

November 18: Faculty Senate vote

Spring FDG's

March 10: Due to Department Chair

March 17: Due to Deans

March 31: Due to Faculty Senate

April 21: Faculty Senate vote

- 2) As it was already past 6:00 p.m., we decided to hear the subcommittee's report on revising the FDG program at the October meeting.

V) New Business

A) Pass-Fail Option for Study Abroad Programs

- 1) The Provost has charged the Senate with making a recommendation as to whether students on the Oxford and Glasgow programs and students receiving Study Abroad scholarships from CNU should be able to take courses abroad as Pass-Fail. We discussed the Oxford program first, since there is already a course change proposal moving through the curricular process that would prevent any student on the Oxford program from taking the course Pass/Fail. The rationale provided is as follows: "The University is providing an outstanding \$5000 opportunity free of charge. Leaving the Pass / Fair option in place essentially comprises student commitment to the course." The Honors Council passed the course proposal on September 16th (today). The Senate also put the matter to a vote.

Action: Adamitis moved to approve the proposal, and Donaldson seconded.

Vote in Favor: Unanimous

- 2) The Senate will discuss the other items in the Provost's charge at the October meeting.

VI) Other: None

VII) 6:15 p.m.: The meeting adjourned.