



## FACULTY SENATE MINUTES

Thursday, November 1, 2012 - Taylor 306

**In Attendance:** Speaker: McGraw; Art & Art History: Welter; Biology: Cocking; Chemistry: DeVore; Comm Sci and Disorders: DePaolis; Comm. Studies: Smilowitz; Comp Info Sci and Mgt Sci: Simmons; Early ELED & Reading: Sullivan; Economics: Jerome; Engineering: Harper; English: Rankin; Exceptional Education: Blatz; Foreign Languages: Morris (alternate); Grad Psych: Cowan; Health Sciences: Burnett; History: Meixsel; Hosp., Sports & Rec MGT: Shonk; IDLS: Walker, ISAT: Benton; Justice Studies: Robinson; Kinesiology: Nye; Learning, Tech & Leadership Ed.: Estes; Lib & Ed Tech: Mungin; Management: Stark; Mathematics and Statistics: VanWyk; Media Arts & Design: Holman (alternate); Mid, Second & Math: Carbaugh; Music: Connell (alternate); Nursing: Knopp; Physics: Giovanetti; Political Science: Lubert; Psychology: DuVall; Theater & Dance: Sherrill; Writing Rhetoric & Tech Comm: Lunsford. **Guests –** Provost: Benson; Vice Provost: Gonzalez; The Breeze: Chan, Assistant News Editor; The Breeze: Eric.

**I. Call to order – 3:30p**

**II. October's Minutes – Approved**

**III. Provost's Report**

*a. COACH Taskforce*

- i. Met November 2 and are up and going
- ii. Report now available on Senate and Provost's webpages
- iii. Very much want to support all the faculty, but this survey focuses more on junior faculty to provide more support for them—their success helps our success.

*b. Compensation Taskforce*

- i. Dan Gallagher & Rick Larsen are co-chairs
- ii. Taskforce will have representation from AP, instructional, and classified faculty members; one instructional faculty member from each representative colleges
- iii. Charged with analyzing current compensation situation (i.e., no raises for five years) – what have we done (e.g., inversion study)
- iv. Talking broadly across the institution to get ideas. What are the priorities and recommendations for options?
- v. Will take some time to get a handle on the compensation situation out there – Benson and King have asked for their suggestions re: '13-14 budget year by March 1 – not only short-term, but also long-term ideas
- vi. Full-fledged report by end of academic year.
- vii. Members (as updated via Dr. Benson's email on 11/12/12):  
Dan Gallagher, Co-Chair, Instructional Faculty, COB  
Rick Larson, Co-Chair, AP Faculty, Human Resources  
Brad Barnett, AP Faculty, Financial Aid  
Jennifer Campfield, Classified, Human Resources  
Beth Chandler, Instructional Faculty, CVPA  
Steve Garren, Instructional Faculty, CSM  
Kristin Gibson, AP Faculty, UREC  
Michael Hall, Instructional Faculty, CHBS  
Steve Harper, Instructional Faculty, CISE  
Steve Hedrick, Classified, Human Resources

Sandy Maxfield, AP Faculty, Libraries & Educational Technology  
Jim McConnel, AP Faculty, Dean of Students  
Meg Mulrooney, Instructional Faculty, University Studies/CAL  
J.W. Myers, AP Faculty, AVP Resources, Provost Office  
Fernando Pargas, Instructional Faculty (RTA), COB  
Steve Purcell, Instructional Faculty, COE  
Mark Rankin, Instructional Faculty, CAL  
Clarissa Shoecraft, Classified, University Studies  
Diane Stamp, AP Faculty, Budget  
David Taylor, AP Faculty, University Advancement

- c. *Townhall Meetings* – Benson & Myers (Resources for Faculty Affairs)
  - i. How does incoming revenue get set up and how is it distributed?
  - ii. Transparent conversation & lots of ideas to be put on the table to be considered
- d. Bonus in December of this year (approved by Governor) – partial state funding and partial JMU funding
  - i. Also in Governor’s budget is a 2% salary increase for ’13-14 academic year (also split funding)
  - ii. Compensation Taskforce to come forward with recommendations

#### **IV. Speaker’s Report**

- a. October 27 Faculty Senate of VA meeting in Petersburg, VA – Approved six bills to push through state legislature (PDF versions will be on Senate website).
- b. General Assembly Proposed Bills
  - i. Partial tuition waiver for dependent children of university and college faculty – proposed 50% tuition waiver for children of faculty who attend a state university (also on the Senate website).
  - ii. Faculty Representative to the Board of Visitors
    - 1. All have one currently except UVA and VMI
  - iii. Faculty Representative to the SCHEV Board
  - iv. Faculty Representative to the Virginia Commission for Higher Education Board Appointments (VCHEBA).
    - 1. VCHEBA reviews the applicants for Board of Visitors slots and makes recommendations to the Governor.
  - v. Bill permitting employees who have completed at least 10 years of service to make a one-time election to leave optional retirement plans and join the VRS.
  - vi. Bill to require institutions/companies that offer online courses to report annually to SCHEV, and to have any course offered primarily online to be designated as an online course on students’ transcripts.
  - vii. Sponsor a VA Higher Education Advocacy Day and try to get as many faculty members as possible to help legislate (Thursday, January 10, 2013 – first week of spring classes) – *including faculty salary issues*.
- c. *November 8 budget presentation by Dr. Benson & Jake Myers*
  - i. Turnout = ~45
  - ii. Video link:  
[http://jmutube.cit.jmu.edu/users/cit/presentations/faculty\\_senate\\_nov\\_7\\_2012.zip.content/](http://jmutube.cit.jmu.edu/users/cit/presentations/faculty_senate_nov_7_2012.zip.content/)

- iii. Video and PPT presentation are also available on the Faculty Senate website
- d. *Pursuing issue of academic culture and rigor at JMU*
  - i. Making sure it's not falling through the cracks – reunion meeting with some of the leaders November 30.
- e. Faculty and JMU Development - How we can further the university's goals through other funds other than tuition increases.
  - i. Meeting with Benson & Langridge - Monday, November 26 at 4:00p
- f. *Bicycles – How can we make our campus more bicycle-friendly?*
  - i. Senate should create an online/virtual user's group to blog about issues – CJ Hartman fully supports the idea and wants to hear our recommendation.
    - 1. Resolution to be made?
    - 2. Pushing forward as a Speaker's initiative
    - 3. May not need formal resolutions and can just be sent to CJ

**V. Committee Reports**

- a. Treasurer's Report
  - i. Donna Amenta – Chemistry (sent thank-you note for our contribution)
  - ii. Contribution to Tim Carter's mother Week of October 29
  - iii. Current balance: \$ 4,858.43
- b. Faculty Concerns
  - i. None
- c. Academic Policies
  - i. Met with Michelle White
- d. Student Relations
  - i. None
- e. Faculty Appeals
  - i. None
- f. Budget
  - i. None
- g. Nominations and Elections
  - i. Lost rep from CAP (meeting now on Mondays at 10-11a) – need a new representative – oversees the C & I process – doesn't meet often – only 4 times in the spring and sometimes meetings are canceled – not a heavy time commitment.
    - 1. Morgan Benton will sit until the end of this semester
    - 2. Cole Welter volunteered for spring
  - ii. Dingedine Scholarship – Nancy Poe currently sits on it, but need one more representative.
    - 1. Art Hamilton volunteered
- h. Other Committee Reports
  - i. GDC going through four questions from the APR – gen-ed program

- ii. Look at ways to be more integrated between clusters
- iii. Understand better the value of gen-ed program by students
- iv. Assessment results better communicated and how to do that within current administrative structure.

**VI. Old Business**

- a. Vote on e-poll approval of minutes for timely distribution – tabled until December
  - i. David to meet with Audrey
- b. Michael Smilowitz – Faculty Morale Survey – in-progress

**VII. New Business**

- a. Faculty Concerns – Rewording of tenure PAC policy in Faculty Handbook (see Howard Lubert’s attached email)
  - i. 2/3 vote required
  - ii. Small change in the wording of the Handbook re: academic unit PACs – the last sentence has been reworded – *“Each academic unit is permitted (but not required) to allow all tenured faculty to serve on the AUPAC with regard to tenure and promotion applications.”*
    - 1. Allows tenure PAC as a whole
    - 2. Attempt to prevent liability cases surrounding controversial tenure decisions.
    - 3. GEN-ED rep – Faculty backlash regarding AUH/Administrator with lots of power.
    - 4. Another suggestion was to get feedback from other departments to see if/how this would work.
  - iii. Suspend the rules for discussion – English Dept. has some issues with PAC policy above.
  - iv. Departments would still be allowed to keep their tenure PACs as is.
  - v. 24 (2/3) – 29 total – majority vote passed
- b. Bill O’Meara (Philosophy) – submitted issue to Faculty Concerns (see last page of attached)

**VIII. President Alger – Listening Tour Senate Stop (4p)**

- a. Has listened to faculty, AUH’s, and students
- b. Assist with long-term planning process
- c. Dialogue themes for today: Who are we as a university? What differentiates us from other institutions? What do we value? How do we build on our strengths, protecting and enhancing what we are now as we move into the future?
- d. Where we have been and where we will go?
  - i. Strategic vision and strategic plan for comprehensive goal-setting
- e. Help inform the strategic planning committees
- f. “Why Madison?” – provide structure to the conversation and build from our strengths and identity as an institution – what makes us special in terms of higher education? What should we preserve, enhance, and protect?

- g. Specific thoughts or suggestions can be shared with Pam Brock ([brockps@jmu.edu](mailto:brockps@jmu.edu) or the “Why Madison?” website: <http://www.jmu.edu/whymadison/submit.shtml>)
  - i. Audrey to send out copy of Pam’s minutes from President Alger’s portion of the Senate meeting as soon as they are prepared and finalized.
  
- h. Compared to peer list of W & M, VT, UVA, etc. (not necessarily be aspirational peer, either) – What does President Alger see us becoming?
  - i. We have the strengths of the faculty-student interaction - We are not research-intensive, but we have some of those strengths.
  
  - ii. Worry less about trying to emulate another “peer” institution and focus more on what makes us unique.
    - 1. What is the model we want to build strengths on?
  
  - iii. Balance between smaller campus/classes and increasing student enrollment
    - 1. Younger university that allows us more flexibility and well-positioned to deal with above challenges
    - 2. Environmental scan piece is still important
    - 3. Engineering, nursing – possible growth, but not keep growing and missing needs
    - 4. Producing more productive JMU students than 10 years ago while maintaining academic culture & rigor
      - a. Beyond alumni giving, but students also serving as ambassadors.
  
  - iv. Identity and philanthropy
    - 1. Happy students, but low rate of giving/donating to University
      - a. How do students identify this place now and how can we tap into that to promote more giving among students?
      - b. Disconnect exists, but lots of areas of opportunity
    - 2. Critical thinking, teamwork, communication skills, etc. – students feel well-prepared for the real world.
    - 3. Looking for intergenerational connections to connect alumni even more
    - 4. Advancement efforts – one modest campaign
      - a. Endowment much smaller than other schools
      - b. At a good starting point to enhance philanthropy and step up our game.
    - 5. Aesthetic appearance of campus may give students the wrong idea of JMU needing money donations from them.
    - 6. Look outside of JMU—including alumni who work elsewhere—for the best people to raise money for us.
    - 7. Some alumni have expressed desire to connect with faculty and current students.
      - a. Start when students are still here before they become disconnected.
      - b. Research shows that if donations aren’t given by mid- to late-20’s, most likely they won’t give later.
  
  - v. Question from floor re: future of football program (becoming 1-A); faculty salary was President Rose’s priority, but seems to have been lost in communication (i.e., only ideas).

- a. Taskforce on the compensation issue – very challenging – look at short-term, medium-term, and long-term.
    - b. President Alger wants to be as creative as we can be and keep the communication open while looking at the pros and cons.
  - vi. Some graduates in Kinesiology have complained that very shortly after they graduate, JMU's already asking for their donation – too early to start asking for money, but don't wait too late after they graduate, either.
    - a. Building a sense of family and community early in a student's career, so they will be more willing to give.
    - b. Looking at best practices to do it well and when to ask
    - c. Value orientation early in education (Management)
    - d. SGA – want to take on role of building philanthropy culture in the student body.
  - vii. Not an R-1, but we have R-1 elements
    - a. How to create environment that allows for reasonable workload, support, resources, and expertise to allow for research endeavors, but be careful not to try to create an R-1 in the process.
    - b. Implications for tenure and promotion – very different than an R-1.
    - c. Civic engagement – very highly valued here compared to other institutions and try to incorporate research that involves real-world application.
  - viii. Opportunity for growth and engagement
    - a. Online programs vs. brick and mortar – no strong infrastructure here for online programs (mostly graduate programs).
    - b. How do we use the technology? What's the role of the technology?
    - c. Quite a bit of growth with online summer programs – 28% or more over the past five years.

**IX. Adjournment – 5:07p**

**Subject:** Re: Faculty Concerns (possible changes to the Faculty Handbook)

**From:** Howard Lubert <luberthl@jmu.edu>

**Date:** 10/24/12 12:05 PM

**To:** Howard Lubert <luberthl@jmu.edu>

**CC:** Audrey J. Burnett <burnetaj@jmu.edu>, "Rankin, Mark - rankinmc" <rankinmc@jmu.edu>, "Blatz, Sharon - blatzsl" <blatzsl@jmu.edu>, "Cereola, Ronald - cereolrj" <cereolrj@jmu.edu>, "Leidholdt, Alexander Stewart - leidhoas" <leidhoas@jmu.edu>, "Louwers, Timothy - louwertj" <louwertj@jmu.edu>, "Walker, Johnathan - walkerjx" <walkerjx@jmu.edu>, <whitmesj@jmu.edu>

Hi again,

I'm pasting here a possible new wording to the FH regarding tenure pacs (AUPAC in the handbook language). The change involves the addition of one new sentence at the end of the 2nd paragraph in section III.E.2.a. I've underlined the new wording. Please discuss with your faculty ASAP. If there is interest/support, I'd like to report it out at the Senate meeting next week. For what it's worth, there are some departments, like mine, that allow all tenured faculty to sit on tenure decisions, a practice that is common outside of JMU (e.g., at many R-1 institutions). We'd like to allow JMU departments to use this practice if they think it works for them.

Here's the proposed change:

### III.E.2.a. AUPAC

Each academic unit shall have a personnel advisory committee (AUPAC). The committee advises the AUH and makes recommendations on personnel matters within the academic unit. The AUPAC is responsible to the academic unit faculty and to the AUH for conducting its functions, and the dean shall provide oversight of the work of the AUPAC to determine if it has followed appropriate procedures.

The full-time faculty of the academic unit except the AUH shall be responsible for determining the composition and electing the membership of the AUPAC. The rules for the election, procedures and operation of the AUPAC shall be approved by the academic unit faculty members, AUH, dean, appropriate vice provost and provost, and shall be available to all members of the academic unit. The rules should address the rights and obligations of a member of the AUPAC to participate in evaluations while the member is on leave or absent from the university, the recusal of a member from participation in evaluations of family members, and the conduct of the members in performing their duties. The AUPAC may consist of tenured and untenured faculty members other than the AUH, and may contain faculty members from other academic units. If untenured faculty members are on the AUPAC, the academic unit shall establish a subcommittee limited to tenured faculty members to make recommendations on tenure. Each academic unit is permitted (but not required) to allow all tenured faculty to serve on the AUPAC with regard to tenure and promotion applications.

I'm still working on language regarding the FAAP, but my faculty are more concerned at the moment with the tenure pac language.

Thanks,

These are suggestions from some members of the Philosophy and Religion Department for consideration by the Faculty Affairs Committee, the Senate, and the Provost and Senior Vice President of Academic Affairs, Dr. Jerry Benson:

- (A) Set a salary floor that is keyed to new Assistant Professor hires within one's department in order to eliminate most cases of salary inversion. To wit:
  - (1) If a new Assistant is hired, all previously hired Assistants should be raised to that new Assistant's salary if it is higher than theirs.
  - (2) Similarly, all Associate Professors should be raised to that Assistant's salary PLUS the automatic raise for promotion to Associate.
  - (3) Similarly, all Full Professors should be raised to that Assistant's salary PLUS the automatic raise for promotion to Associate PLUS the automatic raise for promotion to Full.
  
- (B) The salary disparity among departments and among colleges should be looked at as well, especially given that professors in some of the higher-paid departments (e.g. business, computer science) have the opportunity to significantly supplement their JMU salaries by doing well-paid consulting work, while people in more traditional fields in the liberal arts have little opportunity for such supplementary earnings.