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Subject:

It has been an honor and a privilege to serve as Chair of the Faculty these past nine months. As a candidate for Chair of the Faculty last year, I pledged to improve communication between the Senate and its constituents and ensure the voice of the faculty was heard, to encourage a more proactive Senate, and to encourage administration and senate committees to reduce administrative burden on faculty by streamlining processes. I believe that we have achieved the goals set out for this academic year. I have outlined below a list of the 1998-1999 academic year goals and accomplishments as well as my perspective on the goals and issues facing the Senate in the coming year. If elected for a second term, I will continue to work on these goals, to protect the foundation and principles of academic freedom and tenure, to represent faculty throughout the university, and to keep alive the tradition of our shared governance system as the strongest and most effective in the UNC system. I would like to continue the work that we have done this year and would appreciate your support.

1998-1999 Academic Year Goals and Accomplishments:

To date this academic year, each of the 37 resolutions submitted by the Faculty Senate to the Chancellor and/or Board of Trustees has been approved (The April meeting resolutions are currently under review by the Chancellor and one resolution is pending approval by the Board of Trustees on May 15). A proactive stance and adequate communication by the Faculty Senate and its arms (the Senate Committees and the Faculty Officers) with the Chancellor, the Administration, and the Board of Trustees have contributed to the success of these resolutions. To ensure that the voice of the Faculty has been heard on key issues, I have worked to encourage the Senate and its committees to be more proactive and to improve communication between the Faculty Senate and other groups on campus. These efforts and results are summarized below:

- ◆ **Improve Communication and Encourage a More Proactive Senate:**
 - **Between Faculty Senators and Officers.** I began efforts to improve communication between faculty officers and senators during my term as Vice Chair, leading 10 no-agenda meetings over the 97-98 academic year to offer opportunities for Faculty Senators and Alternates to meet with Faculty Officers and share concerns in an informal setting. These issues were then taken to appropriate officials or brought up in the Faculty Officer's meetings with the Chancellor and Vice Chancellors. Based on feedback from Senators and a clearer understanding of issues across campus, the Executive Officers agreed that these meetings should continue to encourage on-going dialog among Faculty Senators and the Executive Officers. The coordination of these meetings was delegated this past year to the current Vice Chair.
 - **Between Faculty Senate Committees and the Faculty Senate.** Historically, the main vehicle for Senators to learn what was being addressed within the 25 academic committees was to read the monthly minutes of each committee or to wait until an issue was brought before the Senate. To provide the Senate with a concise perspective on what issues the committees were addressing as well as to assist faculty determining which committee to volunteer for, I prepared a mid-year report summarizing the accomplishments of and issues facing each Faculty Senate Committee. Feedback from Senators and faculty suggests that this mid-year report should be prepared each academic year.

- **Between Faculty Senate Committees.** Several key issues that have been addressed this past academic year involved input from multiple committees to ensure broad faculty representation.
 - Academic Retention Standards. These standards had been in dispute for six years, with attempts at using a single senate committee to an ad-hoc university-wide committee not achieving the desired results. This past year, the Credits Committee gathered input from four other Senate Committees (Student Advising and Retention Committee, Educational Policies and Planning Committee, Admissions and Recruitment Committee, and Readmission Appeals Committee) as well as data and input from numerous other groups, committees, faculty, and offices across the university. The resulting Faculty Senate resolution on academic retention standards was approved, essentially intact with only minor changes to the Senate's previously proposed standards. A key element to this successful resolution was the educational campaign directed toward each of the concerned entities.
 - Distance Education Quality Standards. Last academic year, the Faculty Senate resolution on distance education quality standards was not approved by the Chancellor. To obtain the widest possible level of input from the Faculty Senate committees with committee charges warranting input into this process, input from 16 Senate committees was solicited. Based on this input, the Educational Policies and Programs Committee recommended both Quality Standards and Implementation Guidelines for Distance Education. These standards have been approved by the Senate and forwarded to the Chancellor for approval.
- **Between Faculty Senate Committees and Administrative Committees.** Several key Faculty Senate committees had recently either seen an erosion in input on several critical charges or had remained unreasonably stagnant while administrative committees influence had risen. Two key reasons for this diminishment in roles have been the lack of communication between the Senate committees and administrative committees as well as a perceived inability by some Senate committees to take a proactive stance on concerns. During my term as Chair this past academic year, I have worked to increase communication between Senate committees and the Chancellor's university-wide committees as well as to strengthen the role of Faculty Senate Committees.
 - Faculty Computer Committee -- has taken a more proactive and increased role to ensure faculty needs are conveyed in strategic planning and implementation as well as has gained membership on key university-wide information technology committees.
 - Scholarship and Financial Aid Committee -- expressed concern about lack of faculty input into university-wide scholarship policies, procedures, and selection processes. Working with the Chancellor and appropriate administration, the committee has gained representation on the University Scholarship Steering Committee as well as the Scholarship Selection Committee.
 - Teaching Grants Committee -- has seen an increase by 38% in funding, after years of stagnant resources. The committee has also received commitment from the Chancellor and Vice Chancellors to ensure a university-wide teaching grants fund is established with pre-allocated dollars rather than relying on unallocated, end-of-the-academic-year funding.
 - Strategic Planning Implementation Committees (Administrative Committee) -- I have worked to ensure that each of the ten implementation committees has Faculty Senate representation. By becoming more involved in the university-wide strategic planning process, the Senate can take a more proactive role in university planning.
 - Campus Master Plan (Administrative Committee) -- A major concern by numerous faculty over the years has been lack of faculty input into campus layout decisions, facilities, and parking. Adequate parking near the proximity of our buildings is a key issue for many faculty. Without appropriate input prior to the redesign of the campus master plan, it is difficult to know what plans are potentially underway until it is too late to ensure the concerns of the faculty are heard. I have recently gained

membership on this committee and will continue to work to ensure faculty needs and concerns are heard.

- **Between the Faculty Senate and the Board of Trustees.** Recognizing the importance of adequately educating the Board of Trustees on faculty perspectives, I have attended and actively participated on the Board of Trustees Academic Affairs committee throughout the academic year. This committee is responsible for making recommendations to the Board which in turn either is responsible for approving specific components of the faculty manual or advising the Chancellor regarding key academic issues such as academic retention standards, enrollment growth, and University-wide Scholarship drives. I will continue to pursue ex-officio status on the Board of Trustees.
- ◆ **Streamline Processes while Ensuring Strong Input by Faculty.**
 - **Ensuring the 5-year Unit Program Evaluation Are Used and Not "Filed Away".** In the past, unit program evaluations led by the faculty have not been used as a tool for developing a unit operational plan, thus minimizing any real possibility for change based on faculty input. This past academic year, I initiated the process to ensure that the Faculty Senate approved unit program evaluation would be THE evaluation used in the operational planning process. After meetings with the Chancellor and Board of Trustees, it is official -- the 1999-2000 unit program evaluation will be the first faculty-led program evaluation used in operational planning.
 - **Providing Faculty Input into the University-wide Budgeting Process.** Historically, the Educational Policies and Planning Committee (EPPC) has been unable to fulfill its charge with respect to providing faculty input into the budgeting process. This situation has been the result of the timing of the budget decision (the General Administration provides the universities with budget allocations during the summer with a very short time period for response) and the lack of a proactive process for providing faculty input prior to the General Administration's budget allocation. After several meetings with the Chancellor, Vice Chancellors and appropriate Budget administrators, a process has been worked out to ensure that EPPC fulfills its charge of providing faculty input into university-wide budgeting.
 - **Ensuring Timely PAD Format Changes that Appropriately Follow Appendix D.** Faculty have expressed concern over the PAD format changes imposed by administration late in the process of faculty preparing for tenure or reappointment. To ensure that procedures specified in Appendix D are appropriately followed, administrative processes have been modified to include a review by the Chair of the Faculty for compliance with the Faculty Manual prior to releasing PAD format guidelines to the faculty. Further, future memos from the Academic Divisions will clearly state that on the first year of a PAD format change, the previous year's format will be permissible -- permitting faculty to begin the arduous task of preparing a PAD in advance of formal notification by administration.
 - **Identifying Weaknesses and Strengths of our Appellate Procedures.** As a Faculty Assembly Delegate expressing interest in this issue, I have been appointed to serve on the UNC-wide Faculty Assembly's "Ad-hoc Grievance Review Procedures Committee," a committee of five from across the UNC system. This committee is currently identifying strengths and weaknesses within our grievance procedures as well as compiling statistics on how frequently committee recommendations are upheld by the Chancellor, the Board of Trustees, and the Board of Governors. Next year, we will begin working to improve our campus processes. The members of the committee will also serve on a UNC Board of Governors Task Force addressing Grievance Procedures. I would like to continue to serve and represent the Faculty of ECU on these key concerns.
 - **Easing the Implementation Efforts of the Cumulative (Post-Tenure) Review Procedures**
 - As Chair, I have worked with the Faculty Governance Committee and responded to concerns of the faculty on clarifying procedures within the cumulative review procedures throughout this academic year.

- One of my roles as Chair is to serve on the UNC-wide Faculty Assembly. As a Faculty Assembly Delegate, I have been active in the Academic Freedom and Tenure Committee. Two key issues of this committee have and will continue to be: to ensure academic freedom prevails under the new cumulative review procedures; and to review trends on the use of fixed-term (full-time and part-time) faculty, identifying factors influencing the growth in fixed-term faculty.

Issues Facing the Faculty in the Coming Year:

- ◆ **Ensure Quality and Adequate Resources given Projected Enrollment Growth.** Many of our classrooms are already capped out and risk the erosion of quality if additional students are crowded into the classroom. Faculty office space is also at a premium. These and additional challenges will arise as we strive to ensure quality of students, faculty, facilities, and worklife are adequately met as the University prepares for significant enrollment growth over the next decade.
- ◆ **Provide Faculty Input into the Campus Master Plan.** Key decisions on the layout of our campus over the next decade will be made based on the recommendations of the campus master plan committee. Having recently gained membership on this committee, I will work to ensure faculty needs are identified and heard during the development of our new campus master plan.
- ◆ **Ensure that University Procedures Take Into Consideration the Status of Phased Retirement Faculty.** During this first full year of phased retirement, we have encountered instances in which privileges due phased retirement faculty have not been available (e.g., loss of email accounts). Once brought to our attention, the email account problem has been corrected and we have begun to work with administration to ensure that the policies and procedures approved by the Senate and the Chancellor are followed when new administrative procedures are developed. We must ensure that other such benefits are not lost due to procedures not being updated to reflect this new faculty status.
- ◆ **Obtain Clarification and Appropriate Action on the Role of the Faculty Workload Policy approved by the Senate in 1997-1998.** Since the Senate approved the Faculty Workload Policy much confusion has existed as to how the workload policy would be implemented. Some of this confusion has resulted from mixed signals sent by General Administration, which is now looking at other avenues for measuring faculty workload across campuses. A priority needs to be made to clarify the use of the faculty workload policy and to clearly define what steps are necessary to implement a university-wide policy.
- ◆ **Identify and Address Faculty Issues Prior to the Movement of Faculty Between Units Across Campus.** With the movement of the Department of Environmental Health faculty (School of Allied Health Sciences) to the School of Industry and Technology, a number of issues have been brought to light. With the possibility of a new School of Information Technology and Sciences comes the likelihood of other faculty, particularly those in communications and computer science related fields, being moved between units. Procedures must be established to ensure faculty issues are addressed upfront, prior to movement into new units.
- ◆ **Clarify and/or Revise Personnel Policies and Procedures Found in Appendix C.** Of particular concern is the apparent existence of multiple personnel files, with an inconsistent set of material being contained within the various files. Given there should be one master file containing all material used for the purpose of faculty evaluations and faculty members must be made aware of any change in their personnel/evaluation file, clarity must be made regarding the existence of these multiple files.

While we have made major strides this past academic year on the following issues, I believe we must be diligent in our efforts to follow through on each of these issues.

- ◆ **Obtain Adequate Support for Information Technology and Address Distance Education Issues Identified by Faculty Senate Committees.** With the use of information technology

on the rise, it is imperative that adequate support services be developed. Additionally, as more faculty become involved in distance education and the "virtual university", we must work to ensure that faculty are properly supported and not overburdened with the increased workload the development and delivery of these courses can entail. EPPC prepared an extensive list of concerns that was shared with the Senate at the last meeting. I will work to ensure each of these issues is brought to the proper university officials for resolution. We should also keep a close eye on ensuring quality standards passed by the Senate are being adhered to. Finally, improved coordination must exist between the various information technology/virtual university committees throughout campus. We have begun to address this lack of coordination by strengthening the presence of the Faculty Computer Committee on these committees.

- ◆ **Ensure the 5-year Unit Program Evaluation Are Effectively Completed and Incorporated into the Unit Operational Plans.** Each unit will be conducting program evaluations and preparing operational plans in the coming year. We must make sure these evaluations are properly incorporated into the unit operational plans for them to be effective.
- ◆ **Ensure Action is Taken to Address Faculty Needs within the University-wide Budgeting Process.** We have initiated a process for ensuring faculty have input into the university-wide budgeting efforts. We must ensure that we remain proactive in specifying needs of the faculty and diligent in ensuring these needs are adequately addressed.
- ◆ **Implement Improvements to Our Appellate Process.** Based on the review being conducted this year, we must address the weaknesses identified within our appellate procedures. If reelected Chair, I will continue efforts to formalize procedures for improving our appellate process. I will also represent ECU on both the UNC-wide Faculty Assembly's Ad hoc Grievance Review Procedures Committee as well as the Board of Governors Grievance Review Task Force.
- ◆ **Ease the Implementation Efforts of the Cumulative (Post-Tenure) Review Procedures.** Given next year will be only the 2nd year of post-tenure review implementation, we should see additional interpretation and clarification issues arise. I will work to respond to each of these issues and will seek to continue to serve on the Faculty Assembly's Academic Freedom and Tenure Committee as it maintains a UNC-wide pulse on implementation issues confronting the campuses.