

**East Carolina University  
FACULTY SENATE  
FULL MINUTES OF SEPTEMBER 15, 2009**

The first regular meeting of the 2009-2010 Faculty Senate was held on Tuesday, September 15, 2009, in the Mendenhall Student Center Great Room.

**Agenda Item I. Call to Order**

Marianna Walker, Chair of the Faculty called the meeting to order at 2:10 p.m.

**Agenda Item II. Approval of Minutes**

The minutes of April 21, 2009 and April 28, 2009, were approved as distributed.

**Agenda Item III. Special Order of the Day**

A. Roll Call

Senators absent were: Professors Zoller (Art and Design) and Talente (Medicine).

Alternates present were: Professors Kros for Seeman (Business), Grubb for Gibson (Business), Ballard for Dosser (Child Development and Family Relations), Griffith for Grobe (Education), Schmidt for Jeffs (Education), Simpson for Russell (Health Sciences Library), and Morris for Francia (Political Science).

B. Announcements

Thank you was extended to each of the 10 academic deans who graciously agreed to equally fund a 20 hour graduate assistantship for the Faculty Senate office during the academic year.

The Chancellor has approved the following resolutions from the March 31, 2009, Faculty Senate meeting:

- 09-17 Removal of Foundation Credit "FC" designation from ALL BUT the following School of Theatre and Dance courses: THEA 1000, -1010, -2001, -4066; DNCE 1001, -1002, -1003, -1011, -1012, -1013, -3014, -3703, -4044, -4045.
- 09-18 Summer 2010 – Spring 2011 University Calendars.
- 09-22 Curriculum matters contained in the minutes of the February 26, 2009, meeting.

The Chancellor has approved the following resolutions from the April 21, 2009, Faculty Senate meeting:

- 09-23 ENGL 3290 Asian American Literatures as a Foundation Curriculum Course for Humanities.
- 09-24 Revisions to the *ECU Faculty Manual*, Part V.I.K. Office Hours.
- 09-25 Discontinuation of EdS in Counselor and Adult Education, College of Education; CAS in Library Science, College of Education; BSBE in Marketing Education, College of Education; Master of Music Therapy, School of Music.
- 09-26 Elimination of BS in Accounting, College of Business
- 09-27 Renaming of the following programs: Bachelor of Fine Arts in Dance to Bachelor of Fine Arts in Dance Performance, School of Theatre and Dance; Certificate in Distance Instruction to Certificate in Distance Learning and Administration, College of Education; BSBA in Management Accounting to BSBA in Accounting, College of Business.
- 09-28 Mechanical Engineering Concentration, College of Technology and Computer Science.

- 09-29 Certificate in Computer-based Instruction, College of Education.  
09-31 Curriculum matters contained in the minutes of the March 26, 2009 and April 9, 2009, committee meetings.

Faculty interested in periodically receiving issues of *The Chronicle of Higher Education* are asked to call the Faculty Senate office at 328-6537 and place their name on a list for distribution.

We have openings on the following University Committees and ask anyone interested in serving on these committees to please contact Marianna Walker, Chair of the Faculty, at [walkerm@ecu.edu](mailto:walkerm@ecu.edu). Brief committee descriptions are available online at:

<http://www.ecu.edu/cs-acad/fsonline/customcf/committee/briefdescriptionsallcmtes.htm>

- Admissions and Retention Policies Committee, 3 year full committee term
- Biological Safety Committee, 1 year term as Chair of the Faculty representative
- Calendar Committee, 1 year term as Faculty Senate representative
- Faculty Information Technology Review Committee, 1 year term as Faculty Senate rep.
- Family Weekend Committee, 1 year term as Chair of the Faculty representative
- Faculty Welfare Committee, 3 year full committee term
- Homecoming Steering Committee, 1 year term as Chair of the Faculty representative
- Infection Control Committee, 1 year term as Chair of the Faculty representative
- Libraries Committee, 2 year full term and 1 year term as Faculty Senate representative
- Radiation Safety (Basic Science) Committee, 1 year term as Chair of the Faculty rep.
- Resident Status Appeals Committee, 1 year term as Chair of the Faculty representative
- Unit Code Screening Committee, 3 year full committee term
- University Curriculum Committee, 1 year term as Faculty Senate representative
- University Special Collections Committee, 1 year term as Chair of the Faculty representative

Additional faculty representatives are needed on both the Academic Integrity Board and Honor Integrity Board. Currently, according to Part IV. of the *ECU Faculty Manual*, each Spring the Faculty Senate appoints 8 members to the Academic Integrity Board. Faculty interested in serving on either of these Student Life Committees are asked to contact Marianna Walker, Chair of the Faculty at [walkerm@ecu.edu](mailto:walkerm@ecu.edu). For more information on the activities of these two Boards, please contact Maggie Olszewska, Director of the Office of Student Rights and Responsibilities, at 328-6824.

All Faculty Senate materials (agendas, minutes, announcements) will continue to be distributed via a Faculty Listserv that has been established and used in conjunction with the Microsoft Exchange mail system. Faculty choosing to opt out of the Faculty Listserv will continue to be able to access the materials via the Faculty Senate website. Paper copies of documents will always be available in the Faculty Senate office (140 Rawl Annex).

This year's freshman reading is *Three Cups of Tea: One Man's Mission to Promote Peace . . . One School at a Time* by Greg Mortenson. The book chronicles the journey that led Mortenson to successfully establish schools in some of the most remote regions of Afghanistan and Pakistan. Mortenson combines his unique background with his intimate knowledge of the region to bring education and hope to remote communities in central Asia. The book will be integrated into English 1100 classes and COAD 1000 classes. The author will be on campus March 1, 2010 as the inaugural keynote speaker for the Lessons in Leadership Speakers Series

beginning at 7:00 p.m. in Wright Auditorium and all faculty are invited to attend. There is also a variety of events centered around the book and listed online at:  
<http://www.ecu.edu/studentlife/ecureads/>.

A call for nominations for the Board of Governors Award for Excellence in Teaching, Board of Governors Distinguished Professor for Teaching Award, Alumni Award for Outstanding Teaching, and University Award for Outstanding Teaching was recently distributed. Nomination materials were due September 15, 2009, and portfolios due November 1, 2009. If individuals making nominations or faculty members who have been nominated have any questions about one or more of the award categories, please contact Dorothy Muller in the Center for Faculty Excellence (328-2367 or 328-1426 or [mullerd@ecu.edu](mailto:mullerd@ecu.edu)). The Center would provide a session for nominees on September 16, 2009, at 3:30 in the Old Cafeteria to review portfolio contents and videotaping requirements where applicable. Additional information on the different award nominating procedures is available online at:  
<http://www.ecu.edu/cs-acad/fsonline/aa/academicawards.cfm>.

In an effort to keep faculty members informed of campus activities, Board of Trustees' meeting agendas and schedules are distributed electronically to all faculty. Faculty are welcome to attend these open meetings.

C. Steve Ballard, Chancellor

Chancellor Ballard distributed draft budget information and began his remarks by discussing risk management. It is very important to be concerned about the mandates that are coming from not just our trustees but the Board of Governors as well as Erskine Bowles as well as the state auditor. There is an environment of accountability at all levels ; the state auditors ,legislators and attorneys general do not trust the university. An example would be how the University of Illinois is now being closely examined relative to the admission practices. Five years ago these issues would not have been on anyone's "radar screen" but now this controversy may lead to a change of leadership at that university. Another example is what happened at N.C. State. The chancellor concluded that we are going to be under a microscope for the foreseeable future in terms of accountability, and risks management and identification.

The Chancellor listed the Eagle program and UNC Fit as current programs for evaluating how business is done at the various universities. The PACE initiative, required ECU to document efficiency indicators and the problems with the changes in registrar's office have been areas where ECU has made progress in accountability. The Chancellor reported that members of the Board of Governors discuss the reportable findings from the state auditor and asks the question "why do you have a reportable finding". This is a "catch 22" since you have to describe the issues involved with the what is found in the university's constant auditing and if there is no finding the assumption is that the University is not auditing carefully enough. Administrative accountability is more important than it has ever been before. Chancellors are being evaluated based on the performance indicators that result from on going audits and what the real standards are for how we manage the university. President Bowles believes in the individual accountability of the Chancellor as well as the institutional responsibility to use the money provided by the state wisely. He has instituted three auditing procedures that identify key performance indicators so far and he has made it clear that the University's desire to "get what it wants" will be directly related to accountability.

This includes anticipating issue and solving the problems that are identified in addition to responding to issues that are observed publically. It is largely because of this environment that two years ago a University Policy Manual was mandated by the Board of Trustees. There will be two committees that will help us with the improvements that our Board of Trustees expect.

The draft budget , prepared by Kevin Seitz was distributed and discussed. This draft indicated that over a three year period ECU has lost over \$82 million in recurring and non recurring funding. This has reduced all the flexibility that we have as an institution. This year will be around \$34 million; the governor has already taken back almost \$15 million. The next year will be tough and there is no rational way to predict when the worst of these economic times will be over. Only 2% of the reductions from this year's ,academic year 2009-2010, are to be taken from the academic core. The Board of Governors definition of academic core has now been widened and thus the March 17<sup>th</sup> definition of the ECU Board of Trustees is no longer the best definition and may be overturned by the UNC General Administration. The Chancellor warned that we need to be extremely conservative because we can not foresee what might be happening in the early Spring of 2010 ; this would be the second year the biannual budget . Every unit of the university has been impacted by the cuts and the University has issued guidelines that limit the amount of money that is being spent; although cuts in academic areas like teaching, mentoring and counseling have been limited. There have been no budget driven reductions in force (RIF's) , and there have been four RIFS to offices that were eliminated. For example, the Centennial office was shut because they were no longer necessary once Centennial celebrations were completed. The Academic Council is working to fill forty-seven faculty searches immediately ; the number of faculty vacancies. and how important filling those vacancies are to meeting the university goals are both understood.

The Chancellor reported that a comparison by President Bowles showed ECU is one of only two universities where there has been acceptable administrative growth when compared to student credit hours and ratios. For example, UNC-Ch reported one administrator for every two faculty members and ECU reported an administrator for every nine faculty members. Thus, ECU is at the top of the list in terms of academic efficiency along with Appalachian State.

Professor Novick (Medicine) stated that there were budget reductions in faculty lines and now that less budget cuts were handed down; he asked whether the funding would be restored for faculty hires. The Chancellor stated that the academic council is reviewing this and Professor Novick needed to refer his question to Vice Chancellor Phyllis Hornes. Administration is still concerned about future budget reductions and positions are being reinstated very carefully.

Professor Bauer (Foreign Languages and Literatures) first thanked the chancellor for his support of faculty governance, then asked why a new committee was being formed to oversee the review of the *ECU Faculty Manual*. She stated that the Faculty Senate should remain the governing body for curriculum, program development, and tenure and promotion and asked if a statement like this be included in the policy on policies being drafted by administrative bodies. The Chancellor responded that the Faculty Senate had to be involved in all academic issues. The primary effort with the procedures manual, at this time, was to identify portions of the faculty manual that are issues of administrative accountability.

Professor Rigsby (Geology) stated that the 2007 letter from the University Auditor asked for a University policy manual and questioned Chancellor Ballard as to why the 2<sup>nd</sup> part of the auditor's letter about management oversight and recommendations for formal training for levels deans and department chairs had not be followed up on. Professor Rigsby stated that she was aware of current problems with annual reports that had not been filled and meetings with tenured and tenure track faculty and unit administrators not taking place . She questioned why the training recommended by auditor had not been started. Chancellor Ballard agreed and stated that the Vice Chancellors will be handling this aspect of the auditor's letter as soon as possible.

Professor Gabbard (Education) remarked that after looking at the faculty/student ratio numbers on the budget handout, that ECU was rated 2<sup>nd</sup> from the bottom, stating that the College of Education was already 6 faculty members short. He asked if there had been discussion on increasing faculty members or decreasing students. Chancellor Ballard stated that ECU did not want to be the most efficient university in the system and that the quality of education was as important as metrics such as seat count. He stated that this is a particular area and that Deans have to balance the needs of units with resources in balancing quality of education with the various metrics like student retention and graduation.

Professor Bauer (Foreign Languages and Literatures) reminded the Faculty Senators that the membership of the Faculty Governance Committee included the three academic Vice Chancellors as voting members. She then asked Chancellor Ballard about the Faculty Manual Steering Committee and the Faculty Advisory Committee and if these committees would report to the Faculty Senate . Chancellor Ballard replied that he was being held accountable for the work of the steering committee and that he hoped that they met often and would oversee the review of the *ECU Faculty Manual* with the faculty and that they must make progress in order to report to the Board of Trustees on the progress of the new procedure manual.

Professor Rigsby (Geology) stated in relation to the budget, she understood that there may be more cuts necessary and that this was mishandled over the summer making it very difficult for the fixed term faculty members to understand what was happening and being unsure if they even had contracts at the start of the school year. Some were even teaching without employment contracts approved ; she suggest that this puts ECU at risk. Professor Rigsby stated that the miscommunication with fixed term faculty members was wrong , and she asked the Chancellor if he had identified where the problems occurred and if the training been provided so that the miscommunication did not happen again. Chancellor Ballard stated that the State budget was not approved until the 2<sup>nd</sup> week in August and that as of the Senate meeting, the University still did not have a General Administration budget. Deans were not given authority to sign contracts until late August. The Chancellor reaffirmed that he understood the contribution of fixed term faculty and remarked that next year should be easier and that the University would go back to previous practices with ECU budgets determined earlier in the fiscal year. He was hoping that the Deans could make the hiring decisions in June and the fixed term faculty hiring was the only budget flexibility that the University had. The Deans did not know what hiring flexibility that they would have until August. He also noted that General Administration had still not approved the University budget even today. Chancellor Ballard stated that not knowing what the cuts would be this year but that last year was a perfect storm that made it almost impossible to predict how best to handle with a 14% budget cut scenario.

Professor Wilson (Sociology) stated that during the summer, administrators reassigned classroom seats, taking seats out of the classrooms but not changing the total number of seats available in the registration system (Banner). So more students enrolled in the various classes than there were seats for and in some instances professors had 60 students show up for classes in rooms that were deemed to only hold 40 students based on fire safety recommendations. He stated that this was unfair to both faculty and students and reflected poorly on the University. Chancellor Ballard stated that he would speak with Associate Vice Chancellor Bill Koch about this issue and ask that Mr. Koch contact Professor Wilson directly to discuss this further.

D. Marilyn Sheerer, Provost and Vice Chancellor for Academic and Student Affairs  
Provost Sheerer stated that she was given the following topics to discuss: admissions and retention, overview of the Division of Academic and Student Affairs, and proposed Faculty Workload policy. She began her comments that she was very aware of the situation with the number of chairs in the classroom. Employees of the Life Safety Department removed chairs to comply with the fire code regulations; however, when Colleges overenrolled their classes the outcome was that there were more students than there were seats in the classrooms.

Provost Sheerer, in response to an earlier question to Chancellor Ballard, stated that fixed term faculty within the College of Arts and Sciences were affected the most due to the large number of fixed term faculty within that college. She stated that no other Colleges experienced this problem and that the general uncertainty about how many fixed term faculty could be hired was the result of the budget being set late in the summer by the legislature as described previously by the Chancellor.

Provost Sheerer indicated that the total enrollment this semester was 27,703. That is 27 students fewer than last year; this indicates that the office of admissions had met the criteria set by the Board of Trustees to limit enrollment and increase the academic caliber of students coming to ECU. The first time full time freshmen starting at ECU this fall numbered 3,953, a goal had been set of no more than 4,000 incoming freshmen. The standards for new students has been raised and the projected GPA and SAT scores for freshmen were also higher. And the preliminary data for retention rate for freshmen who became sophomores was 79%; the figure from last year was 75%. The graduation rate has not changed. Credit hour production was up by 4,876 even through student head count was down this semester. This means that some of your classes might be larger and that low enrollment classes have been cancelled.

The news from Student Affairs is that this division is being reanalyzed and will be reorganized. We are reassessing after the departure of Kamal Atkins, Sue Martin and other leaders from this unit.

Provost Sheerer stated that the reason for forming an administrative committee to draft a Faculty Workload Policy was because Deans had told her that there were inequitable loading across the University. The faculty workload document has been revised twelve times so far with the academic deans. How faculty were given reassigned time and how many student credits hours were generated all involved the General Administration's funding for departments. The Faculty Governance Committee will also be involved in refining the next drafts The Provost indicated that she had evidence that the faculty workload was not equitable. Academic Deans had

questioned if the University was producing what they were receiving and asked why there were so many 2-2 loads. Provost Sheerer stated that she and others wanted to better utilize the University resources so the drafted policy was to be used as guidance for Deans and Department Chairs. To date nothing had changed from the workload requirements in the faculty manual.

Professor Tovey (English) stated that in reference to the overview of the Division of Academic and Student Affairs, faculty were aware that staff had been moved from the Student Affairs area to Academic Affairs and vice versa and faculty wanted to know what was going on. She had also heard that Student Life staff did not feel that they were given a lot of input into what was going on within the Division of Student Affairs.

Professor Roberts (Philosophy) stated that he was not happy with the management of classrooms over the summer was handled and that the situation over populating the classrooms should be solved now. He also stated that his class of 130 students, was currently meeting in the Hendrix Theatre. This space was a poor classroom due to problems in lighting, acoustics, etc. and that he needed to have this class moved to a location that was better suited for students. Provost Sheerer replied that administration had not considered the poor lighting in the Hendrix Theatre and that she would ask Nancy Mize, who oversees Mendenhall, to try to find a resolution to his problem.

Professor Howard (Communication) stated that since the cap for all classes has now been decreased due to fire and safety recommendations, would someone please update the Banner system so that over-crowded classrooms would not happen again in the Spring. He stated that students were angered by the mishandling of this within academic affairs and that he personally had to drop the last 5 students from his class rosters, preventing some from finding alternative courses to fill the time slot. He reiterated that something should be done to prevent this from happening again. Provost Sheerer stated that she would make every attempt to work with Registrar Angela Anderson to rectify this problem as quickly as possible.

Professor Novick (Medicine) inquired whether the calculation of ECU semester hours, and in light of the budget, if ECU receive money for new faculty positions this year? Provost Sheerer replied yes, there were currently 47 positions allocated to ECU and that some of those would be allocated between the Colleges of Allied Health Sciences and Nursing and the Schools of Medicine and Dentistry.

Professor Rigsby (Geology) stated that the Board of Governor's Workload Study that was completed every 6-8 years stated that ECU met all of its requirements for student credit hours. She stated that if there were issues relating to specific academic units and that it was important to acknowledge that since ECU is meeting the standards set forward by the Board of Governors. When compared to the University Auditor's 2007 report, perhaps changes are not needed to the current workload policy, but changes in training for middle management to better utilize academic units was needed. Professor Rigsby stated that the proposed top down policy on faculty workloads could cause too much change within academic units causing some units to lose their distinct specificity within the various disciplines.

Professor Glascoff (Health and Human Performance) stated that, in relation to Policy for the Cumulative Review of Permanently Tenured Faculty of ECU, the policy refers to rewards and it is very specific that faculty will be judged as exemplary, satisfactory, or deficient. Regarding those who come out as exemplary, the policy states that those faculty members shall be rewarded and the policy even includes suggestions as to how to reward their dedication. Professor Glascoff inquired as to what type of recognition of dedicated faculty members was available, specifically what type of recognition was available for such dedicated faculty during these times of scarce resources. Will they just be expected to "suck it up" and continue to work harder without any form of recognition or does the Academic Council have resources set aside to reward those within their Divisions who have exemplary faculty. Provost Sheerer replied that Professor Glascoff was right in that the Policy did include some form of recognition but that ECU does not recognize their exemplary faculty members at this time.

E. Marianna Walker, Chair of the Faculty

Professor Walker stated that in preparing her remarks for this first Faculty Senate meeting of the 2009-2010 academic year, she found herself looking back at speeches and journal entries from former Chairs of the Faculty. Actually, there are five former Chairs of the Faculty currently serving in the Faculty Senate – the immediate past Chair, Jan Tovey; Catherine Rigsby, Rick Niswander, Ken Wilson, and Brenda Killingsworth. When reading these historical addresses, common themes emerged, specifically regarding faculty roles and governance, Faculty Senate structure, academic standards, and never ending passions for a great university with a strong history of shared governance. In each of the addresses, a sense of respect for the Faculty Senate process, preservation of a strong history of shared governance, and a "call to duty" were conveyed.

Professor Walker stated that she stood before you now, as the Chair of the Faculty, and part of a great faculty leadership team composed of Professor Mark Sprague, Vice Chair of the Faculty; Professor Hunt McKinnon, Secretary of the Faculty; and Professor Brenda Killingsworth, Parliamentarian. Each of these individuals have a strong commitment to shared governance and offer unique and complementary talents to assist the faculty of East Carolina University and the Faculty Senate in our endeavors and challenges during this year.

Professor Walker noted that, as stated in Fall Faculty Convocation, a thorough review and emendation of the faculty manual will be a priority during this academic year. The faculty officers received this directive from the Chancellor at the end of July. Many of the policies and procedures contained within the faculty manual are and have been the responsibilities of other divisions on campus. It is time to review such policies and to relinquish the maintenance of such administrative policies to other divisions, and ultimately to the University Policy Manual. In addition, the Chancellor has asked that the faculty manual be streamlined, which will rectify inconsistencies, eliminate redundancies, and clarify any ambiguities.

She noted that the Chancellor had announced a Steering Committee, jointly appointed by the Chancellor and herself to oversee the emendation of the faculty manual. In addition, a Faculty Advisory Group was announced whose members will assist the Chair of the Faculty and the standing University Academic Committees in the initial review and reworking of the faculty manual. Through this multi-step vetting process, (involving specific appropriate University Academic Committees, the Faculty Advisor Group, the Faculty Manual Steering Committee, and



the Faculty Senate) the Faculty Manual will become a more understandable and streamlined document while preserving faculty roles and responsibilities in the spirit of shared governance at East Carolina University.

Professor Walker reminded faculty that this was not the only significant endeavor that we, as a faculty, have to undertake during this academic year, in collaboration with the administration. Now, more than ever, faculty must renew their responsibilities and sense of involvement, increase communication, and productively collaborate on such important issues as the University Policy Manual, Faculty Workload, University Master Planning, and the Scholarship of Engagement. She noted that historically, the Faculty Senate has been the strong voice and representative body for the faculty. As a legislative body, the university faculty are represented by you, as the elected senators from the unit, and as a body making decisions regarding important faculty issues. As the Faculty Senate, we have further strength in the standing University committee structure, consisting of 26 academic and appellate committees, composed of senators, faculty-at-large, and representatives of senior administrators including the Chancellor, Provost, and Vice Chancellors. This organization provides a solid structure enabling valuable communication, collaboration, research, and vetting between faculty and administration. The standing academic committees have already undertaken, in earnest, the tasks of reviewing faculty manual sections. Their efforts will serve us well this year in completing our faculty manual review and revisions. This valued communication must begin at this level, where faculty are able to express their views to represent broader faculty perspectives on university initiatives and academic missions. There may be times when the committees will ask for input from the units or from you as a senator representing your unit. Please make sure to respond to these requests promptly and reflectively. We must continue to build on the important foundations and principles of shared governance established and cultivated since the beginning of our Faculty Senate, in 1965.

Professor Walker reminded Senators that communication and collaboration must increase if we are to accomplish our goals during this year and called on each of the Faculty Senators, to increase communication with their units, ensuring that their faculty constituents understand the current issues facing us this year. In turn, this valuable communication will allow the Senators to represent the faculty of their unit and to vote accordingly on issues brought before the Faculty Senate. She asked the Senators to encourage their faculty to attend the faculty forums, on either campus, and to respond to the [faculty matters blog](#) available on the Faculty Senate website.

Professor Walker reminded the Faculty Senators that together they could solve any problem and collectively accomplish their charges. She stated that we are the faculty of this great university and that together we can assure that the voice of the faculty was well represented in shared governance while addressing the many challenges and opportunities that ECU will face this coming year. Now, let's get to work!

There were no questions following Chair Walker's remarks.

F. Tremayne Smith, Student Government Association Treasurer

Mr Smith began with a brief introductory history of himself including the fact that he is the drum major for the ECU band. Mr. Smith stated that the student government leaders have been in office for five month and during that time they have met with the City Council, worked with the

safety task force, helped with the Sigma Epsilon on their volunteer efforts, worked with the Athletic Department including helping with Pirate Palooza, welcomed new students to their dormitories and helped with the selection of scholarships, attended convocation, and with the Faculty Senate officers on two occasions. Changes have also been made with their offices. Mr. Smith also reviewed the commitment to ECU's motto and concluded his remarks by reminding that if it was not for the students ECU would just be a lot of brick buildings and people with Masters and Ph D degrees. There were no questions posed to Mr. Smith.

G. Larry Boyer, Dean, Academic Library Services  
Information on the Library Budget, including a Budget Reduction Plan and 17.9% budget cut breakdown

Dean Boyer referred to the narrative and budget cut spread sheet that had been distributed prior to the meeting. He reviewed the crucial cuts briefly. The overall Library budget reduction was almost 18%. Library operating budgets have been reduced by 40%; which will limit faculty travel, training, equipment and computer purchases. Acquisitions have been reduced by 32%, ~~data~~ <sup>monographs</sup> ~~bases~~ may be reduced by as much as 82%, and money for student helpers by 30%. There has also been a 10% reduction in permanent staff which translates into ten positions that have been lost. The reduction in library hours had been reduced from 109 to 84 hours a week. This reduction in hours has been reversed and additional funding has been allocated to reinstate the hours the library is open back to 109 hours a week. There is also a possibility for one time funding for faculty travel and book purchases.

There were no questions posed to Dean Boyer.

H. Austin Bunch, Associate Provost  
Associate Provost Bunch provided a summary of the University Policy Manual. Below are links to several informational documents and the administrative committee's website.  
University Policy Development Committee, Management Letter-University Policies Procedures and Training (dated 11-15-07), University Policy Development Committee's power point presentation (dated 9-9-09)

Dr. Bunch reviewed the questions that had come up in the forums on the *ECU Faculty Manual* to date. These questions are:

- 1) What happens to the faculty manual? Dr. Bunch indicated that the Chancellor had already spoken to this issue today and that the faculty manual will remain and be coordinated but not replaced by the University Policy Manual procedure manual
- 2) There was a question about the relationship between the development of the procedure manual and the existing faculty manual. Dr. Bunch repeated that two committees will be set up, with faculty representation, to make sure that the implementation of the procedure manual is comprehensive and that it becomes a complete repository of the rules and procedures that will guide the university.
- 3) There was concern about the Chancellor's actions in response to Faculty Senate resolutions. The language in the procedure manual draft indicates that the Chancellor can approve, adopt, or adopt with revisions; this is a change from current policy and procedures in the faculty manual.

- 4) There was concern that the Faculty Senate continue to be the primary means of furnishing the advice of the faculty to the Chancellor on faculty matters.
- 5) It was suggested that the proposed language of the procedure manual include an introductory statement confirming the commitment to shared governance and that ad hoc committees or task forces should not have the same standing as standing committees of the Faculty Senate.
- 6) There was concern about the lack of clarity of this Policy on Policies about how the procedures manual will be implemented.

Professor Roberts (Philosophy) stated that the internal auditor's letter was dated 2 years ago and asked why were they just now getting to this. Mr. Bunch stated that in January 2008 the Board of Trustees designated how to draft a policy on policies. He and others from administration then took a trip to NC State to view how that University had set up their manual and now wish to do things in deliberate speed.

Professor Rigsby (Geology) stated that there were two faculty open forums and that the comments generated from those forums questioned the way that the policy on policies was currently written right now. She stated that the proposed new policy on policies right now states that the Chancellor may take any action and may use any advisory structure that he wants to in order to formalize University policy. For example, the Graduate School Administrative Board (GSAB) may decide to make a new policy on how to define graduate faculty and, if the Chancellor's attorney does not approve of that, then the Chancellor can veto it and rewrite it himself. Same is true with curriculum development, program development, tenure policies and procedures, etc. Professor Rigsby asked if the Policy on Policies Committee was going to include the role of the Faculty Senate and its standing University academic committees in addressing policies and procedures relating directly to faculty in order to maintain the best practices adhered to at ECU for many years. Mr. Bunch replied that he and the committee would look at all of the feedback offered at the various open forums and decide what changes needed to be made to the Policy on Policies. He stated that regardless of the specific language that any group asked should be in there, the implementation would occur according to the Academic Council (Provost Sheerer, Vice Chancellor Horns, and Vice Chancellor Mageean) because the committee was not asked to develop implementation.

Professor Sharer (English) stated that members of the Admissions and Retention Policies Committee had been working hard on drafting a new policy related to committee's charge and wanted to know if they needed to rewrite the proposed policy using proposed terminology from the Policy on Policies or the traditional methods of the Faculty Senate. Mr. Bunch responded that the determination of that was the role of the newly formed Faculty Manual steering committee. Chair Walker replied that the committee should continue to work as they normally have and draft wording according to the traditional manner of the University academic committees

Professor Stiller (Biology) stated that he was confused on how the actual implementation of the Policy on Policy's regulations would take place with respect to those under the ECU Faculty Manual, i.e curriculum, academic programs, academic standards, tenure policies and procedures. He stated that the major role of the auditor's letter was to clarify ambiguities and that the Faculty Senate should follow their normal process when it relates to academic issues.

Professor Stiller asked if there was any reason not to institute the current standing University academic committees and Faculty Senate into the new Policy on Policies flow chart since everyone agrees that the Faculty Manual will still be in place. He asked if any academic policy and/or procedure relating to faculty matters (curriculum, academic standards, etc.) being drafted and forwarded to the University attorney be routed back through the Faculty Senate. Mr. Bunch responded that he was unsure at this time how the Senate would be involved.

Professor Spurr (Mathematics) asked where was the Faculty Senate in the current flow chart being developed by the policy on policies committee and why couldn't the committee simply put reference to the Faculty Senate and its standing University Academic Committees in the chart being developed.

Professor MacGilvrary (Medicine) stated that the Faculty Senate was included in a generic sense as an "executive officer or sponsor" of the particular policy being presented. He agreed that the Faculty Senate should be included in flow chart. Mr. Bunch replied that the Senate would follow the same procedures as always followed.

Professor Rigsby (Geology) asked if members of the Faculty Manual steering committee had talked with faculty in leadership roles at NC State because what happened recently at NC State was due, in part, to the fact that administration had not followed the policies and procedures as designed. She also noted that the NC State's policy manual was not one listed as best practices. Professor Rigsby then asked if Professor Puri Martinez, a member of the Policy on Policies Committee, would please forward to members of the Faculty Senate her comments gathered after talking with NC State's faculty leadership. Professor Martinez replied that she would.

#### I. Question Period

Professor Given (Foreign Languages and Literatures) asked that in relation to the student/administrator ratio and faculty/administrator ratio the numbers reflected a decrease in executive and administrative positions and wondered what counted as an administrator. Professor Niswander (Business) responded at the request of the Provost that there were multiple definitions of what administrators are and that it could relate to three different ways of describing administrators.

Dean Niswander continued his comments to describe how the definition of an administrator and how this definition affects the ratio data. There are multiple (at least three) definitions of the work administrator. The first is the personnel data file that is submitted by every university in the system to UNC- GA every year. General Administration has a specific way in which employees are to be classified in this category or that category. The personnel data file information our SACS report. Another definition is set by the UNC system Code; this is the SAAO (Senior Academic Administrative Officer). The third definition that UNC- GA uses identifies anyone who has the words Provost, Dean, or Chancellor associated with their title with any modifier. The problem arises, according to Dr. Niswander, is that when the Chancellor puts the information on the ECU website we were using the only information that we had available to us which was the personnel data file. Dr. Niswander went back to the personnel data for the last five years to get the percentages of administrators related to students and faculty members. About four weeks ago the UNC General Administration came out with some exhibits that were given to the Board of Governors which defined what an administrative position was. The current

challenge is that if you look at one definition you come to one set of numbers and if you look at another you arrive at a different conclusion based on who is considered an administrator. In summary, ECU has a very low faculty to student ratio and we are highly ranked when we are compared to other universities in the number of administrators per faculty member. And this has been consistent over the time period that Dr. Niswander has analyzed.

Professor Wilson (Sociology) asked what definition did the Raleigh News and Observer newspaper use for their recent article on the State Universities administration totals. Professor Niswander responded that he didn't have the slightest idea.

Professor Jenks (History) stated that in the Chronicle of Higher Education, administrators included those working in student and computer service areas. He then asked if ECU would see similar growth in these administrative positions as well. Professor Niswander stated he did not know.

#### **Agenda Item IV. Unfinished Business**

There was no unfinished business to come before the body at this time.

#### **Agenda Item V. Report of Committees**

##### **A. Faculty Governance Committee**

Professor Puri Martinez (Foreign Languages and Literatures), Chair of the Committee, presented additional revisions to the *ECU Faculty Manual*, Appendix B. Policy for the Cumulative Review of Permanently Tenured Faculty of ECU. She noted that the additional revisions followed those already adopted by the Faculty Senate (FS Resolution #08-42) in October 2008 and approved by the Chancellor and Board of Trustees. The Committee had received a copy of the correspondence from General Administration, dated May 13, 2009, requesting additional review of this Appendix ([linked here](#)) and had tried to address any additional concerns that General Administration had expressed. There was no discussion and the proposed additional revisions to *ECU Faculty Manual*, Appendix B. Policy for the Cumulative Review of Permanently Tenured Faculty of ECU were approved as presented. **RESOLUTION #09-33**

##### **B. Academic Awards Committee, Sue Steinweg**

Professor Sue Steinweg (Education), Chair of the Committee, presented revisions to the procedures for the Lifetime and Five Year Research Awards. There were no questions and the proposed revisions were approved as presented. **RESOLUTION #09-34**

#### **Agenda Item VI. New Business**

There was no new business to come before the body at this time. Therefore, the meeting adjourned at 4:25 p.m.

Respectfully submitted,

Hunt McKinnon  
Secretary of the Faculty  
Department of Interior Design and Merchandising

Lori Lee  
Faculty Senate

**FACULTY SENATE RESOLUTIONS APPROVED AT THE SEPTEMBER 15, 2009, MEETING**

- 09-33 Additional Revisions to the *ECU Faculty Manual, Appendix B. Policy for the Cumulative Review of Permanently Tenured Faculty of ECU*  
**Disposition:** Chancellor, Board of Trustees, General Administration
- 09-34 Revisions to the Procedures for the Lifetime and Five Year Research Awards  
**Disposition:** Chancellor