

Senate Minutes  
Sept. 8, 2015

President Meinhold presiding  
Called to order: 2:03

Opening remarks from President Meinhold – Welcome back to all. The Senate has important business for this academic year.

- I. Special order of the day – Senate elections.
  - a. Nominations for VP - Carrie Clements. Motion to close nominations. Motion passed. Carrie elected by acclamation.
  - b. Nominations for Secretary – Carol Pilgrim. Motion to close nominations and elect by acclamation. Motion passed.
  - c. Nominations for Senate Steering members (4 members needed) – Aaron Wilcox, Michael Freeze, Dan Nolan, Mark Spaulding, Nathan Grove, and Diane Pastor were nominated. Dan removed his name from the nominations, and Diane’s name was removed given the requirement that Steering members must be Senate members elected for the current academic year. Motion to close. Freeze, Grove, Spaulding, and Wilcox were elected to serve.
  - d. Congratulations to the elected Steering members.
  
- II. Provost’s report –
  - a. Dr. Rigo was introduced as the new Director of Institutional Research. He has served successfully in the same capacity at other institutions.
  - b. The Provost’s Office is currently at work on:
    - i. The search for Associate Vice Chancellor of International Programs. The search committee is currently receiving applications; the search is to be completed this fall. Raymond Burt is the Chair of the Search Committee.
    - ii. A search will be beginning soon for a second administrative position – Associate Vice Chancellor of Distance Education. A task force and consultant recommended that one individual be hired to pull together all DE efforts across campus, and especially to improve on-line options. This required removing on-line responsibilities from the portfolio of the Associate VC for Engagement. Many felt the Engagement position, now held by Lori Messinger, should be more connected to faculty. Lori Messenger will be key in making contacts with the community, and in advertising/marketing what we’re already doing. Distance education will now be handled as a separate position, which should allow much more in the way of faculty support.
    - iii. With respect to this year’s budget: First, we have no budget. This means we’ll have lots of lapsed salary dollars. We probably won’t be able to search for new positions until January, but if vacant positions have been approved by the relevant dean, those searches can begin. Last year someone asked how about the number of vacant positions being held centrally. The answer provided at the time (in the 100’s) was not correct. Monies related to a few of the vacant positions reside in the Provost’s Office, and are used in relation to distance-ed, which works a bit differently. Once the budget comes in from the state, we can put money directly into academic positions. Although that’s not the only

option, it was done a lot in the past, so a number of positions were being held and then the dollars used for other things (part-time instructors, etc.). The positions in the Provost's Office cover individuals going back to the faculty from administration, new programs have positions held to help make the program work, and there are dollars held for unusual circumstances. At ECU, the practice was to hold about 15 positions, and that's a much larger institution. It will take a little time to get the UNCW budget straightened around. There must be accountability, which includes student credit hours, but that's not all. Many factors go into whether a new position is needed (e.g., faculty grants, community engagement).

1. There have been questions about the money for DE positions being held in the Provost's Office. It is not clear why these positions were being held by the Provost – they should be held at the Dean's level. These are regular faculty positions. Deans should not need to go to Lori for money for teaching distance-ed. These are all academic programs, and should work in the same way as our other academic programs. First we have to get a budget, and then get the green light that the money is available, and then we can release the positions.
2. Deans argue for positions on the basis of multiple metrics – there are 8 variables. There has been debate about how far down we should look. More than just student credits hours is considered, although that's how the state pays us. The metrics are not weighted identically for each department (e.g., research, grants, private dollars and fund-raising – there will be more pressure on deans to do this). It will take a little while to know about new positions.
3. A few changes have been made in the Provost's Office to try to get jobs in better alignment with needs. This information will be provided to the faculty soon. The Senate Steering Committee will be meeting with the Provost's staff. The view is that our primary job is to serve the academic mission. We're going to have to look at improving process.
4. There was a question from the floor about the Chancellor's emphasis on study abroad vis a vis the current \$1,000 limit on travel for faculty. The Provost was not aware of the issue, but will look into it. It was pointed out that the best way to interest students in traveling is by telling them about what we do abroad, and what results from that travel. We can't convince students to go abroad if we don't. It was noted by Interim Associate VC Burt that the pool of money we have for faculty travel has not increased in many, many years. However, if a faculty member is going to try to make connections while traveling, additional funds may be available.

### III. Admissions Report – Terry Curran

- a. We have 2024 new freshman, average SAT = 1191, average GPA = 4.10, average AP test scores = 6000, diversity = 18.2%, with 61% female, and 14.4% out of state. We're low on out of state this year, probably due to pricing. We have students from 744 high schools, 90 NC counties (with 13% from the local region), 34 states, and 30 countries. We've always been able to maintain quality as our numbers have increased. SAT scores have increased as our numbers have increased.

- b. Transfers students have an average GPA of 3.16, diversity = 19.9%, with 55% female, 12% military, 13.4 out of state; 43% are community college transfers, 26% from Cape Fear, and 14% from the UNC system, with 332 colleges represented overall. Our transfer population has grown significantly over the past 10-15 years. 16% are undecided on their major when they arrive here. We don't have an undecided major/category at UNCW, so many students declare majors they aren't really interested in.
- c. Overall enrollment for fall, 2015 = 12230 undergrads, and 1157 grads. Our DE population has grown significantly. We're going to have to grow further in DE. We will also need to focus on increasing graduate students (which has been pretty stable).
- d. We're 1% lower in out of state students this year, which has an economic impact (they bring more \$). This puts further pressure on keeping our numbers up. Diversity is getting better, but we still have a long way to go. We've doubled our representation in last 10 years. It is expected that females will continue to increase as majority of college students.
- e. The average UG cumulative GPA as of spring, 2015 is 3.145. 65% of our students have a cumulative GPA above 3.0. 47% of our students have financial need; the average debt level at graduation is \$25, 644 (although this is below the national ave).
- f. About 20% of our students come from NH county. UNCW enrolls 11% of the total transfers in the UNC system. We enroll approximately 80% of CFCC graduates. Community college transfers = 48% of our transfer enrollment, second only to ECU or Charlotte in number of transfer students. We've doubled our diversity since 2000. We continue to graduate a high number of our transfer students, which is good, although graduations put increased pressure on maintaining head count. Our transfer graduation rate is 79%, with a 53% 4-year graduation rate, and a 71% 6-year rate.
- g. Living on campus increases graduation rate. Graduation rates for out-of-state students is higher (to avoid costs), women graduate at a higher rate, and 8% of our students will grad from a UNC sister institution. 76% of our attrition takes place within the first 2 years of enrollment. We need to spend time looking at why students leave. The first 2 years are critical, with much less attrition after students are into their major.
- h. Enrollment challenges include: increasing international student presence, finding opportunities for enrollment growth, maintaining student quality, refining our identity message, increasing scholarships, sustaining graduation success, and improving data quality and analysis.
- i. In response to questions from the floor: The southern states and CA are a main recruitment base. Cost is our challenge, even within NC. We have to go west from here to recruit, but students further west don't know who we are. There is a limit on out-of-state students – it's 18%, but only for the fall semester. We can admit as many as we want to for spring and summer. Projection for the spring semester enrollment is about 500 (200 more than last year). A challenge is to limit students who will exacerbate the lab space issue. What's the need for increasing DE? DE is an opportunity to expand, given that we must continue to grow and we want to maintain quality. The student/faculty ratio is 16 or 17 to 1, probably going up some. How does growth impact quality? There is a finite number of students, and we're competing with all of the flagships. As we increase admissions, we dip lower into quality, but there are other opportunities.

IV. Chancellor's report:

- a. I have been here 69 days now, and am enjoying it very much – the city and the university. Our rankings include: 3<sup>rd</sup> best in Creative Writing in nonfiction (the one we're proudest of); 7<sup>th</sup> in online education in Nursing; #10 in education; #10 in value in Consumer Digest (Chapel Hill = 25<sup>th</sup>); 15<sup>th</sup> most beautiful coastal campus in the US; US News & World Report - #16 in the south, just out today, #6 in public institutions; 14<sup>th</sup> best for military.
- b. We're just under 15, 000, which shows good growth. We have good students, lots of good new faculty, a good group of people coming in. The Cabinet is shaping up well. A Chief of Staff will be hired soon, as will our new legal counsel. Our new institutional director is just here, and we've just posted the position for International Programs. We want to become more global. We're looking at how best to position DE and online. Other developments include: full support from GA so far for Ph.D. in Psychology, and we're looking for final approval. Planning for Doctorates in Nursing Practice and in Marine Science (together with ECU) is in progress.
- c. We're working to improve hiring and increase the number of companies who are looking to hire our students. We want them to come to campus to recruit. Universities don't always attend to what happens when students graduate. Parents are particularly interested in this.
- d. We're also working on engaging with lots of folks - alumni, companies, donors. There is lots of good will in the community. Between now and March, we'll be doing a UNCW county tour. We will meet with mayors, county commissioners, high schools, civic clubs, politicians. Faculty will be invited to be part of these meetings. We are central to this region, so we need to engage, engage, engage. Many of our students come from community colleges, so we need stronger relationships.
- e. We should have a state budget by Sept. 18, and potentially a new bond for a health science building - ~\$70 million. The emphasis is on private fund-raising. We need a lot more scholarships – we only have about 40 that really get students over the hump. We want more endowed chairs for faculty, which help ensure that good professors stay with us. We'll need a lot of money for programs.
- f. A great university has great students, great professors, great programs, great facilities (we still need a name and a big donor for TL) – all need more resources. How do we continue to increase enrollment and maintain quality? We need money. High school students are decreasing in the NE and in CA, but in the south we're still increasing. This is where we can recruit more effectively. There were 95,000 grads in NC, a peak; this is expected to fall a bit in next year or two, and then increase dramatically.
- g. I believe that the role of faculty is critical; without faculty, there would be no university. Same for staff. We all matter together to turn this into a great institution. I'm happy to be here. We'll be able to do a lot of stuff. In 5-10 years, I want to be able to say that we're a great institution, engaged and global.
- h. We need more interconnections; we need students to go abroad, and more diverse classrooms here. A target would be 1,000 or 1,500 international students of high quality. NC exports lots of money per year. International students who come in spend money and often stay and start businesses.
- i. Quality online can be done – there is no difference in terms of quality of learning. It's not for everyone. Some faculty don't like it. About 20% really like it, and about 20% hate it. Some of you will want to join us. The world is changing rapidly. Penn St has 10,000 students online now, Indiana, Fla – there is a need in the market place today.

Lots of folks can't stop working, and online is so convenient. Today, online learning allows students to stay in programs when they have to work, and to explore new learning options.

- j. In response to questions from the floor:
  - i. Can you tell us about the Strategic Planning process? We're starting tomorrow. I got suggestions from Steve and Steering. We've increased (faculty participants) significantly. I drew up a draft as a straw man, and shared it for reactions. Now we'll convert the Leadership Council and bring in lots of faculty – about 50/50 now. The deans suggested other faculty. There are 7 groups: SWOT analysis, mission & values, attracting the best, education & research, enabling students to succeed, engagement, and fund raising. The committees will be given all the time in the world – hopefully by end of year, but we'll see. Hopefully we'll have a good plan to guide us into the future. We are not going to jeopardize quality as we grow. Our students turn out to be pretty good. Any compromise will destroy the magic of this place.
  - ii. Shouldn't we focus on how we change students once they're here - not just how good they are when they come in? Yes, we have to do both. Some universities need a resource center to help with remediation, tutoring – we don't need that so much here with the students we have.
  - iii. How do we maintain the quality of instruction if we have an ever increasing number of students, and can't retain faculty given no raises in 5 years. How do we keep our faculty here and how do we keep faculty growth at a level commensurate with student growth? Our enrollment has really been pretty flat – we haven't increased growth. That peaked about 2 years ago. The parts that are growing are online Nursing and a little in grad programs. But your points are very well taken.

V. President Meinhold -

- a. Thanks to the Chancellor.
- b. Congratulations to Gabriel. Policies of Academic Freedom & Tenure were approved by the BOT and have been forwarded to the BOG. We're working under our previous policies until that approval comes. Thanks to the Provost and Chancellor for endorsing what happened before they were here. There is currently a pause on PTR policy implementation due to the need for development of training modules that is happening in Chapel Hill. Each PTR reviewer must be trained. The modules are close to becoming available, and then they will be circulated.
- c. It is tradition to have a report from Faculty Assembly Delegates – Candace Thompson, Jeanie Pursuit, and Stuart Borrett. The Assembly hasn't met yet, so there is no report today.
- d. Appreciation to Academic Affairs for agreeing to support the Senate with an administrative position, which will help to support all Senators and the Committee work we do. The admin position will be restored, and we'll have some office space.

- VI. USAC Report – Paul Townend
- a. Update on what’s happening with University Studies. The curriculum is our most important responsibility. This is a reflection year for University Studies – not because the curriculum is broken. We’ve had four years of rapid expansion (250 course reviews in 2014-15 alone). GA mandated review of General Education, and the Senate promised a review every five years beginning in 15/16. There have also been some recurring questions in the review process in the Senate.
  - b. As part of its review, the USAC will be looking at: results from the Faculty Survey (return date on the 18<sup>th</sup>); assessment data from students; available data from the Registrar and OIR (on student progress through the curriculum, possible effects on total credit hours, course offerings); Senate-supported memoranda and resolutions (e.g., Jan. & March minutes from last year); other strategic issues that have been raised.
  - c. The Review will entail 3 stages:
    - i. Stage 1: (Fall) USAC will review each category of the curriculum in light of data – alignment of courses, category descriptions, SLO’s; consider broader/larger issues raised by the survey and the Senate; preliminary Senate report (by Dec), including a department-level review charge for US studies.
    - ii. Stage 2: (Jan – Feb) Department-level review of courses.
    - iii. Stage 3: (March/April) Committee prepares review report for the Senate including curricular recommendations, and structural reforms.
- VII. President Meinhold:
- a. I have two promises. We’ll meet once a month, and when we meet, we’ll vote and discuss. If there are no motions brought forward, we’ll have no meetings.
  - b. No old or new business.
  - c. No announcements from the floor. Please sign in if you haven’t.

Meeting Adjourned: 3:54