The Faculty Senate meeting was called to order by Chair Ehnenn at 3:20 pm in the William Strickland Conference Room in I.G. Greer on Monday, November 8, 2010. Senators Alexander-Eitzman, Frindethie, Gross, Jackson, Reesman, and Wangler were excused.

I. Announcements

A. The annual Faculty Senate photograph was taken in Sanford Mall prior to the commencement of the meeting.

B. Chair Ehnenn welcomed senators and asked visitors to introduce themselves. Visitors were Dr. Janet Montgomery (ART), Ms. Catherine Talley (ENG), Ms. Donna Brown (CD); Dr. Elaine Gray (GenEd); Ms. Carter Hammett-McGarry (GenEd); Dr. Beth Carroll (ENG), Dr. Georgia Rhoades (ENG), Mr. Travis Rountree (ENG), Ms. Kathleen Adams (ENG), Ms. Rachel Strickland (ENG), Mr. Jonathan Bradshaw (ENG), Ms. Georgie Donovan (LIB), Ms. Elizabeth West (WAC), Mr. Glennie Sewell (ENG), Ms. Karla McGinnis (ENG), Dr. Hutch Sprunt (MAT), Ms. Sammye Sigmann (CHEM), Ms. Rachel Forrester (ENG), Ms. Lori Beth DeHertogh (ENG), Dr. Layne McDaniel (HIS), Ms. Elizabeth Wilson (ENG), Dr. Colin Ramsey (ENG), Dr. Monica Lanoix (P&R), Ms. Linda Foulsham (EDC), Ms. Sherry Street Tobin (CD), Dr. James Ivory (ENG), Mr. Dennis Bohr (ENG), Ms. Erin Zimmerman (ENG), Ms. Martha Marking (T&D), Dr. Michael Behrent (HIS), Dr. Paulette Marty (T&D), Dr. Linda Jencson (ANT), Dr. David Orvis (ENG), Ms. Molly Spears (Appalachian Newspaper), and numerous undergraduate students.

C. Chair Ehnenn provided an update on the Provost search. The search committee had their first meeting on Monday, November 1, 2010 and plan on having weekly meetings. The search committee voted to approve hiring a search firm and the committee will be involved throughout the process including reviewing all applications. Dr. Edelma Huntley, chair of the Provost search committee, has asked for position papers from all deans, chairs, the SGA, and the Faculty Senate. Chair Ehnenn stated that Dr. Huntley has offered three opportunities for the Faculty Senate to be involved. These options are: (1) The search committee will attend the Faculty Senate’s December 6, 2010 meeting to discuss the Senate’s position paper; (2) The search committee will attend a Faculty Senate meeting prior to conducting airport interviews; and (3) The search committee will attend a Faculty Senate meeting after campus interviews for feedback. Senator Lillian (UC) moved and Senator Botts (CD) seconded to approve all three options for Faculty Senate involvement. Motion FS 10-11/11-01 passed. (Vote #1).
D. Chair Ehnenn asked the Senators if they would be interested in exploring the possibility of whether the university should consider moving to the next Carnegie Classification (Doctoral/Research University “DRU”) and drafting a report detailing our recommendations? Senator McBride moved and Senator Newmark seconded to refer the task of exploring this possibility to the Campus Planning Committee. Motion FS 10-11/11-02 passed. (Vote #2).

E. Chair Ehnenn distributed a handout about the upcoming Administrative Review process for Dr. Tony Carey (Vice Provost for Faculty Affairs), Dean Randy Edwards (COB), University Librarian Dr. Mary Reichel, and Dean Bill Pelto, School of Music. (Appendix A).

F. Chair Ehnenn shared information she received from Dean Huntley about a new statewide electronic database called NCREACH which automatically gathers information to create profiles of faculty expertise (from professional publications, sponsored research awards, intellectual property, and course descriptions, etc.) which will help faculty locate professional colleagues within the UNC system who might be interested in a mutual scholarly project and an aid to government agencies and corporations who are looking to hire consultants. On Tuesday, November 9, 2010 Dr. Steven Leath, Vice President for Research at the UNC General Administration, will give a presentation from 9:00 am – 10:00 am in 421 Belk Library.

G. Chair Ehnenn announced that the next Chancellor’s Advisory Committee is Monday, November 29, 2010 from 3:00 pm – 4:00 pm. Chair Ehnenn, Vice Chair Rardin, Senators Atkins, Aycock, Botts, Galvin, Miller, and Salinas will attend.

II. Visitors’ Reports

A. There were no visitors’ reports.

III. Minutes

A. Chair Ehnenn asked for a motion to approve the October 11, 2010 Faculty Senate minutes. Senator Newmark moved and Senator Jennings seconded. Motion passed. (Vote #3).

IV. Provost’s Report

A. Dr. Baumhover (Interim Provost) distributed a handout entitled “Report to the Personnel and Tenure Committee, UNC Board of Governors, Performance Review of Tenured Faculty 2009 – 2010”. He provided a brief overview of the report. The number of faculty at Appalachian State “found deficient in post-tenure reviews” from 2001 – 2010 was eight.
B. Dr. Baumhover reported that the Provost’s Council recommends the university develop a unified application for Post-Tenure Reviews and Graduate Faculty Membership.

C. Dr. Baumhover reported that Academic Affairs is in the process of creating a webpage, which will be available prior to the Spring 2011 semester, that will have all required policies that should be included on faculty syllabi as requested by the Faculty Senate (Motion FS 10-11/10-05) on October 11, 2010.

D. Dr. Baumhover reported that the Deans recommended that the tenure and promotion application be standardized. Senator Coffey moved and Senator Scharer seconded to refer “the effort to standardize and streamline the application for promotion and tenure to the Academic Policies Committee”. Motion failed. (Vote #4). Senator McCaughey moved and Senator Newmark seconded that the Interim Provost appoint a taskforce, involving some members of the Academic Policies Committee, other faculty members, and others as deemed appropriate, to streamline the promotion and tenure application. Motion FS 10-11/11-03 passed. (Vote #5).

E. Dr. Baumhover remarked that the Board of Visitors will be on campus on November 12, 2010, and the next Board of Trustees meeting is December 9 and 10, 2010.

F. Dr. Baumhover stated that President Bowles is moving forward with the performance funding model.

G. Dr. Baumhover remarked that lists of low productivity programs from undergraduate and graduate departments are due by December 15, 2010.

H. Academic Affairs supports a $35.00 textbook rental fee for summer sessions.

I. Dr. Tony Carey discussed the processes involved in filing permits through the Office of International Education and Development in order for international faculty to be certified to work on campus and the reasons why some cases were audited.

V. Committee Reports (Committee Chair’s name is in bold print)

A. Academic Policies (Brown, Gonzales, McBride, Ramey, Smith, Winn)

1. Chair Ehnenn provided an overview of the events and actions which occurred prior to the Academic Policies Committee’s resolution regarding non-tenure track faculty voting privileges. Senator Ramey commented
that academic departments are interpreting the *Faculty Handbook* language in this regard differently and that some departments do not notify their non-tenure track faculty about their voting rights. Senator Winn (Academic Policies Committee chair) concurred with Senator Ramey stating that the *Faculty Handbook* language is ambiguous and subject to interpretation. She read the committee’s proposed resolution to modify the Faculty Handbook, Chapter 1, Faculty Constitution, Article II (Meeting and Voting) Section 2 and Section 3, as stated below. Senator Winn emphasized that the Faculty Senate is only voting to bring forth this resolution to the full faculty to consider and vote on at the January 2011 General Faculty Meeting. Senator Winn commented that some non-tenure track faculty have no voting rights because their titles include the prefix “adjunct”.

**Motion to clarify Non-Tenure Track (NTT) voting privileges in the Faculty Handbook, Chapter 1 Faculty Constitution, Article II (Meeting and Voting) Section 2 and Section 3:**

**Whereas,** Not all full time Non-Tenure Track faculty have been ensured full voting privileges due to current *Faculty Handbook* language, and

**Whereas,** The prefix adjunct has been used incorrectly and unjustly to restrict the university voting privileges of NTT faculty when it really should only denote faculty who teach part-time, not ¼ or full time, and

**Whereas,** The Deans of the colleges are attempting to correct unfair practices by only using adjunct for part-time faculty, and

**Whereas,** Long-term NTT faculty in full time positions wish to be active in the life of the university and the department, and

**Whereas,** The AAUP and other national faculty advocacy organizations support the establishment of university policies that permit long-term NTT faculty to have adequate and appropriate input into their workplace conditions, and

**Whereas,** The function of a DPC is unique among all University and departmental committees, and

**Whereas,** The composition of a DPC should be consistent across all departments, and
**Whereas**, The DPC should reflect the importance of the tenure system in University governance, and

**Whereas**, NTT voting on DPCs makes Appalachian an anomaly among our peer institutions and UNC sister schools, and

**Whereas**, Unlinking NTT University voting privileges from NTT DPC voting privileges would ameliorate this problem, therefore, be it

**Resolved, That** the *Faculty Handbook*, Chapter 1, Faculty Constitution, Article II (Meeting and Voting) Section 2, which currently reads:

“All members of the faculty, excluding emeriti faculty, adjunct faculty, and part-time faculty teaching less than six (6) hours per semester, have the right to hold faculty offices and to vote in faculty meetings and faculty elections and in departmental and college committees on which they serve except as noted in Article II, Section 3.”

and Article II Section 3, which currently reads:

“Those eligible to serve on and participate in election of members to departmental personnel committees are full time faculty in the ranks of lecturer, instructor, assistant professor, associate professor, and professor.”

Be modified to read:

**“Section 2.”**

All members of the faculty, excluding part-time faculty teaching less than six (6) hours per semester, emeriti faculty, and adjunct faculty, and part-time faculty teaching less than six (6) hours per semester, have the right to hold faculty offices and to vote in faculty meetings and faculty elections and in departmental and college committees on which they serve except as noted in Article II, Section 3.

**Section 3.**

Those eligible to serve on and participate in election of members to departmental personnel committees are full time faculty in the ranks of lecturer, instructor, assistant professor, associate professor, and professor.”
professor, associate professor, and professor.”

Be it Further Resolved, That these changes be voted upon at the January 2011 General Faculty Meeting, and

Be it Further Resolved, That if voted in the affirmative at that meeting, that the Faculty Constitution of Appalachian State University be amended accordingly.

Senator McBride voiced his opposition to the resolution and moved to amend Article II, Section 3. Senator Scharer seconded the motion. Senator McBride’s amendment states:

“Section 3: (a) Those eligible to participate in election of members to departmental personnel committees are full time faculty in the ranks of lecturer, instructor, assistant professor, associate professor, and professor; (b) Those eligible to serve on departmental personnel committees are full time faculty in the ranks of instructor, assistant professor, associate professor, and professor.”

Several Senators stated their reasons for supporting or not supporting this amendment. Senator Stella Anderson commented that DPCs deal with promotion and tenure decisions so only those involved in these matters should vote; and there are other department committees on which non-tenure track faculty can serve. Senator Brown and Senator Miller mentioned that it is difficult to separate who can vote on DPC membership and which members can vote on departmental personnel committees. Senator Rardin stated that the primary function of DPCs is promotion and tenure and the stakeholders should determine the constitution of the committee’s membership. Senator Lillian stated that non-tenure track faculty deserve a voice in the decision-making process in their respective departments and, therefore, supports this amendment. Senator Stoddard called the question and Senator Napiorski seconded. Motion to move the previous question passed. (Vote #6). Motion to amend the resolution as stated above failed. (Vote #7).

Chair Ehnenn recognized several visitors who were given the opportunity to speak in support of or against the resolution. Ms. Catherine Talley (ENG) read a statement against supporting the resolution citing that non-tenure track faculty would lose their rights and be further marginalized. Dr. David Orvis (ENG) stated it was not appropriate for non-tenure track faculty to vote on promotional or tenure decisions being considered by the DPCs. Dr. Linda Jencson (ANT) remarked that she is against the
resolution because there are other issues (use of the prefix “adjunct”) which need to be addressed first. Dr. Janet Montgomery (ART) suggested an alternative method that would take into consideration the time a non-tenure track faculty member has been employed by the university. Senator Rardin called the question and Senator Napiorski seconded. The motion to move the previous question passed. (Vote #8). Chair Ehnenn presented the resolution for a vote. Motion FS 10-11/11-04 passed. (Vote #9).

Senator Botts moved and Senator McCaughey seconded to recess for five minutes. Motion passed. (Vote #10).

B. Budget Committee (Susan Anderson, Botts, Frindethie, Geary, Newmark, Rice, Strazicich)

Senator Strazicich provided two reports concerning the committee’s meeting with Dr. Tim Burwell concerning the budget and his attendance at two recent Tuition Committee meetings. (Appendix B and C). The Tuition Committee approved the recommendation that if there were a 6.5% increase in tuition that 33% would be earmarked for financial aid and 63% would be allocated to re-establish 23 out of 50 vacant faculty positions. Senator Koch asked if there was any request from administration for input from the Faculty Senate concerning what we would consider budgetary priorities? Senator Ramey commented that in 2009 the Senate chair received a document which the administration crafted in response to a theoretical scenario presented by UNC system in case of budget cuts. Chair Ehnenn will ask Interim Provost Baumhover for a copy and, if allowed, will share it with the Senators.

C. Campus Planning Committee (Aycock, Jackson, McCaughey, Salinas, Scharer)

Senator Aycock reported that this committee intended to present a resolution concerning Fit for Duty; however, it was preempted when a draft policy entitled “Employee Assistance-Fitness for Duty” was released to the university campus. Senator Aycock requested that this matter be returned to the committee for further review and consideration in lieu of this development. Senator Aycock welcomes any comments or concerns via email on this issue. Several Senators voiced their dissatisfaction with this draft policy.

D. Committee on Committees (Coffey, Rardin, Stephenson, Stoddard)

No Report.
E. Faculty Handbook Committee  (Stella Anderson, \textbf{Ehnenn}, Reesman, Lee, Baumhover)

No Report.

F. Faculty Welfare and Morale Committee  (Atkins, Gagnon, Galvin, Koch, Mercer-Ballard, \textbf{Miller}, Wangler, Alexander-Eitzman)

No Report.

G. Welfare of Students Committee  (Gross, Horst, \textbf{Jennings}, Napiorski, Pollard, Sanders)

No Report.

VI. Unfinished Business

A. Chair Ehnenn stated that a General Education Reform Taskforce is being established as a response to complaints and feedback on the how the General Education committees, administrative structures, and the assessment processes could be more efficient. This taskforce will be charged by the Interim Provost who expects an interim report by the middle of December 2010.

B. Chair Ehnenn stated that in light of the newly established General Education Reform Taskforce, it might be prudent that the Faculty Senate discontinue their plans to establish a blog (which was approved on October 11, 2010—\textbf{Motion FS 10-11/10-08}) as it might impede the taskforce’s functionality. \textbf{Senator Winn} moved and \textbf{Senator Jennings} seconded to refer the idea of having a blog to the taskforce for their review, consideration, and action. \textbf{Motion FS 10-11/11-05} passed. (Vote #11).

C. \textbf{Senator Horst} moved and \textbf{Senator Koch} seconded that the Faculty Senate affirm the History Department’s Resolution on Assessment and General Education as stated below:

“The ASU History Department,

Noting that one of the five recommendations pertaining to the university’s reaccreditation by SACS in 2002 was the stipulation that the university “provide better documentation of institutional effectiveness for academic programs”;

8
Expresses concern that the General Education Program is implementing assessment programs in a hurried and haphazard fashion that neither serves our students nor does justice to the efforts university faculty have made in the past two years to make this program functional;

Expresses concern that, as a result, the General Education Program is promoting an incoherent and unproductive approach to assessment, one designed to meet a deadline, rather than to address in a suitable manner the substantive issues that assessment raises;

Expresses concern that failure to achieve these goals will adversely affect our students, short-change North Carolina taxpayers, and contravene the university’s mission statement;

Expresses concern with the apparent lack of accountability in the university’s governance structures for the implementation of assessment goals;

Affirms its dissatisfaction with the implementation and governance of the General Education Program;

Calls on other academic departments to pass resolutions similar to this one on this urgent and important matter and to forward them to the Provost;

Calls on the university to create greater accountability for the assessment program so that assessment programs do not themselves remain un-assessed.”

Senator Scharer commented that fulfilling assessment requirements has been a learning experience in her department. Senator Lillian noted that since faculty deliver instruction and design courses, it should be the responsibility of faculty to complete assessments even though it may not be in our job descriptions. Senator Rardin remarked that the statement “Calls on the university to create greater responsibility for the assessment program” is too vague adding “who or what” in the university would be responsible; and a taskforce has been established to look into General Education Reform. Senator Koch supports the resolution stating that it speaks to a broader issue concerning workload demands, and whether programmatic assessment is an administrative or faculty responsibility. Motion FS 10-11/11-06 failed. (Vote #12).

Senator Koch moved and Senator Stoddard seconded to approve the following motion:

Whereas, Assessment is primarily an administrative responsibility, and
**Whereas**, Assessment is beyond the normal scope of faculty responsibilities, which are teaching, research, and service, and

Agreeing that faculty involvement will likely produce a better outcome and should be encouraged

But recognizing that large numbers of faculty do not wish to take time away from their normal responsibilities; therefore, be it

**Resolved**, That the Faculty Senate at Appalachian State University believes participation in program level assessment should be:

1. voluntary
2. compensated with stipend and/or reassigned time
3. structured in such a way that the majority of the faculty can perform their normal duties of teaching, research and service without assuming this additional administrative task.

Motion FS 10-11/11-07 passed. (Vote #13).

VII. New Business

A. **Senator Miller** moved and **Senator Lillian** seconded to approve the position paper concerning the desirable skills, traits, and background experiences that the Faculty Senate, on behalf of their colleagues, deem important for the next Provost and Chief Academic Officer. (Appendix D). Motion FS 10-11/11-08 passed. (Vote #14).

B. **Senator Strazicich** moved and **Senator Geary** seconded to approve the motion which states: “**Beginning this academic year, and annually thereafter, the Senate shall survey the faculty regarding matters of morale**”. Senator Miller suggested that the motion be more specific, such as “We recommend to this committee that they consider this strategy as a way in which to more clearly identify problems in morale with our faculty”. Senator Koch commented that we would want to use the same questions year after year to measure morale over time. Senator Mercer-Ballard recalled completing a survey of this type several years ago and Senator Koch replied that it was administered by the Faculty Assembly and that he would try to find a copy. **Senator Lillian called the question and Senator Rardin seconded**. Motion to move the previous question passed. (Vote #15). Motion FS 10-11/11-09 as introduced by **Senator Strazicich** failed. (Vote #16).
C. Chair Ehnenn asked whether she should appoint the members of the new Gifts Acceptance Committee or refer this task to the Committee on Committees. Senator Rardin moved and Senator McCaughey seconded that “The current Chair of the Faculty Senate should appoint the members of the Gifts Acceptance Committee this year according to the criterion stated in the Faculty Handbook and, thereafter, the committee members will be elected according to the new Faculty Handbook language. Motion FS 10-11/11-10 passed. (Vote #17).

VIII. Adjournment

Chair Ehnenn asked for a motion to adjourn the meeting. Senator Aycock moved. Motion passed. (Vote #18). The meeting was adjourned at 7:06 pm.
Faculty Senate Voting Sheet for November 8, 2010
PLEASE INDICATE √ for YES; X for NO, AND □ for ABSTAIN

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<td>1</td>
<td>Motion to have Dr. Huntley, chair of the Provost search committee, attend three Faculty Senate meetings to discuss, share, and receive feedback regarding the Provost search. <strong>Motion FS 10-11/11-01 passed.</strong></td>
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<td>Motion to refer to the Campus Planning Committee the task of exploring whether the university should consider moving to the next Carnegie Classification (Doctoral/Research University) and drafting a report detailing their recommendations. <strong>Motion FS 10-11/11-02 passed.</strong></td>
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<td>Motion to approve the October 11, 2010 Faculty Senate minutes. Motion passed.</td>
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<td>4</td>
<td>Motion to refer the effort to standardize and streamline the application for promotion and tenure to the Academic Policies Committee. Motion failed.</td>
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<td>Motion to have the Interim Provost appoint a taskforce, involving some members of the Academic Policies Committee, other faculty members, and others as deemed appropriate, to streamline the promotion and tenure application. <strong>Motion FS 10-11/11-03 passed.</strong></td>
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<td>Motion to move the previous question. Motion passed.</td>
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<td>7</td>
<td>Motion to amend the Academic Policies Committee resolution as it pertains to Article II, Section 3. Motion failed.</td>
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<td>Motion to move the previous question. Motion passed.</td>
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<td>9</td>
<td>Motion to approve the Academic Policies Committee resolution as it pertains to Faculty Handbook, Chapter 1, Faculty Constitution, Article II (Meeting and Voting) Section 2 and Section 3. <strong>Motion FS 10-11/11-04 passed.</strong></td>
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<td>Motion to recess. Motion passed.</td>
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<td>Motion to refer the idea of having a blog as a venue for faculty to express their concerns and comments about the processes and structures of the General Education program to the General Education Reform Taskforce for their review, consideration, and action passed. <strong>Motion FS 10-11/11-05 passed.</strong></td>
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<td>Motion to affirm the History Department’s Resolution on Assessment and General Education failed. <strong>Motion FS 10-11/11-06 passed.</strong></td>
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|   | Motion to approve the resolution entitled “Faculty Senate Resolution on the Topic of Assessment” passed.  
**Motion FS 10-11/11-07 passed.** |
|---|---|
| 14 | Motion to approve the position paper concerning the desirable skills, traits, and background experiences that the faculty deem important for the next Provost.  
**Motion FS 10-11/11-08 passed.** |
| 15 | Motion to call the previous question.  
Motion passed. |
| 16 | Motion to approve the Faculty Senate conducting an annual survey regarding faculty morale failed.  
**Motion FS 10-11/11-09 passed.** |
| 17 | Motion to approve Chair Ehnenn to appoint the members of the Gifts Acceptance Committee this year and thereafter the committee members will be elected.  
**Motion FS 10-11/11-10 passed.** |
| 18 | Motion to adjourn.  
Motion passed. |
Appendix A: 2010-2011 Administrator Review

1. **Chancellor.** Was reviewed recently. Does not need to be reviewed.
2. **Provost.** Interim. Does not need to be reviewed.
3. **Deans.** Here is the list of recent and proposed dean reviews:

   - 07-08 Edwards-COB, Reichel-LIB, Lyman -CAS;
   - 08-09 Duke-COE, Huntley-GS;
   - 09-10 Calamai-CAS, Treadaway-FAA;
   - **10-11 Edwards-COB, Reichel-LIB, Pelto-MUS**
     - 11-12 Duke - COE, Huntley - GS, Whitt – COHS *(pending decision of Senate 2011-12)*
     - 12-13 Calamai -CAS, Treadaway-FAA *(pending decision of Senate 2012-13)*

Procedure for Dean review: The Faculty Welfare and Morale Committee, historically, has coordinated administrator reviews with the assistance of IRAP.

FWM creates a reading committee for each Dean to be reviewed. The reading committee consists of four people:

- A Faculty Senator from FWM who chairs the reading committee
- A chair from within the Dean's college
- A chair from outside the Dean's college
- A faculty member from inside the Dean's college

4. **Other.** Tony Carey, Vice Provost for Faculty Affairs. Questions and reading committee composition to be created by FWM in consultation with the Provost.
Appendix B

Re: Tuition Committee
Subject: Meeting with Dr. Tim Burwell, Vice Provost for Resource Management
Date of Meeting: October 29, 2010
Date of Report: November 4, 2010

Summary: The meeting began at 4 pm. Fifteen members of the Tuition Committee were present, including faculty, staff, and students. Tim Burwell serves as Chair of the committee. The charge of the committee is to make a recommendation to the Chancellor about tuition increases for the coming year. Tim Burwell provided a detailed background on the past work of the committee and the process of increasing tuition. Following the recommendation from the tuition committee by the end of November 2010, the Chancellor will make a recommendation to the Board of Trustees in December 2010. Following this, the Board of Trustees will make a recommendation to the Board of Governors, who will then make a recommendation to the state legislature in March 2011. Last year, ASU was told to use 50% of the tuition increase for financial aid and nothing for faculty salaries. We are generally capped at asking for no more than a 6.5% tuition increase in a given year. The meeting adjourned at 5:20 pm. The next meeting will be in one or two weeks.

Respectfully yours,

Mark Strazicich
Chair, Budget Committee, Faculty Senate
Appendix C

Re: Budget Committee
Subject: Meeting with Tim Burwell, Vice Provost for Resource Management
Date of Meeting: November 1, 2010
Present: Susan Anderson, Dawn Botts, Martial Frindethie, John Geary, Adam Newmark, Mark Strazicich, Chair,
Absent: Scott Rice

The meeting began at 3:35 pm. Tim Burwell described and answered questions regarding the current Academic Affairs Operating Budgets for 2009-2010 and 2010-2011. The Operating Budget represents the annual budget for non-personnel expenses. Following this, questions were asked about progress on raising our faculty salaries to the 80th percentile of our peer institutions. This outcome remains as a goal, but is on hold due to current budget conditions in the state. Dr. Burwell noted that the Associate Professors at ASU (in aggregate) are currently close to the 80th percentile, while Full Professors’ salaries will need some increase. He noted that within departments, individual Associate professors’ salary imbalances may reflect particular Chairs’ decisions, as chairs had the latitude to determine criteria for distributing monies slated for raises among faculty. Equity adjustments are not currently allowed by state law due to the current budget situation. Dr. Burwell was asked about different budget cut scenarios that might occur this year. A 5% cut for Academic Affairs would be cushioned by a combination of unfilled faculty positions and non-personnel operating budget cuts. Faculty searches already in progress are not expected to be impacted. A 10% cut would, on the other hand, dry up most if not all of Academic Affairs reserves and expose the institution to unanticipated budget cuts. Responding to whether summer courses with low audience could impact departments’ budgets, Dr. Burwell noted that summer teaching is self-financing and, as such, has no impact on the operating budgets of departments. The meeting adjourned at 4:40 pm.

Respectfully yours,

Mark Strazicich
Chair, Budget Committee, Faculty Senate
Appendix D: *The faculty, through the Faculty Senate, suggests the following skills, traits, and background experiences are important for the next Provost/Chief Academic Officer of Appalachian State University.*

**Professional Background/Work Experience**
- Experience as both an administrator and as a faculty member who went through the tenure and promotion process to the rank of full professor
- Held prior administrative position at an aspirational university with a higher research profile (including external research dollars per faculty member) than ASU—but a similar university, i.e., a comprehensive public university that values both teaching and research
- Successful personal record of academic research
- Experience working with state-level administrators
- Current on issues related to distance education and online teaching
- Hands-on experience with academic financial and personnel management
- Experience making tough budgetary decisions—at a university that has already faced budget problems—and with a clear vision for helping a university thrive even during economic crisis
- Proven record of assessing policies, procedures, and university-wide technology solutions and IT systems—and improving university efficiency
- Experience serving on committees related to library services and information literacy
- Proven record of leveraging resources (in the form of funds, buildings, release time, partnerships, etc.) to build research programs and research opportunities for faculty—particularly to grow the numerous programs that already exist at Appalachian
- Proven record of supporting “diversity” initiatives: committed to diversity of faculty and/or student body, gaining partner benefits, etc.
- Coherent vision of assessment and the ability to guide a university through a meaningful, productive assessment process
- Experience defining *and* implementing strategic plans and communicating those plans to faculty
- Experience with accreditation efforts and involved in her/his regional accrediting agency (whether SACS or its counterpart in another region)

**Personal Characteristics/Values**
- Visionary, forward-thinking
- Excellent communicator
- Understands faculty issues *campus-wide* and has an appreciation for *all* academic disciplines
- Understands academic life
- Understands the value of industry/professional experience outside academe
- Honest, caring, self-sacrificing, intelligent, energetic, open-minded
- Champions academic freedom and faculty governance, *and* capable of articulating its importance to diverse constituencies
- Willingness to acknowledge when mistakes have been made and act quickly to rectify them
• Makes evidence-based /data-based decisions/recommendations and is not academically “trendy”
• Sees Appalachian as an ideal place to work—excited about its unique qualities and eager to support and augment academics at Appalachian

Leadership Approach
• Transparent decision-making
• Consults and listens to faculty as part of the institutional decision-making process, including “open door” policy with faculty
• Consistency in management style
• Able to implement ideas/put plans into place, and follows through on initiatives undertaken
• Demonstrated record of making decisions to reject outside political groups’ or donors’ attempts to influence curriculum or faculty research
• Demands accountability of others and self
• Displays a high level of professional integrity and fosters a campus-wide culture of professional ethics as part of what defines an “outstanding” organization
• Creates incentive structures to encourage and support faculty working toward vision or goal (i.e., offers new incentives for faculty to increase research productivity)

Vision for Appalachian
• Helps Appalachian decide where it wants to go/who it wants to be (i.e., strengthen hallmark traditions or move to an R2 institution), then establishes the necessary and appropriate policies and procedures to achieve the goal
• Recognizes the value in teaching and creates a system that allows for best teaching practices as determined by the disciplines and professional bodies
• Fosters variable research and teaching loads as appropriate
• Champions the university’s mission as one where research and teaching are interconnected
• Values instruction across the campus with a focus toward 21st century skills, activities, and pedagogy
• Values the gains Appalachian made in the distance education, online learning and service we provide to the state's public schools in the region, including our efforts to develop and expand online and blended extension programs, and house off-campus sites in locations that can support the university technologically as well as physically
• Values and supports the globalization of programs on campus
• Values, supports, and grows the graduate school and its programs at both the MA/MS and EdD/PhD levels
• Committed to creating new incentives to increase and reward research productivity by the faculty. For instance, adjusting the workloads of the faculty who try to meet new research and/or grant-getting expectations by giving them more travel money and more release time from teaching, as long as they're producing, or offering higher raises
• Committed to pursuing an agenda that includes international connections
• Committed to issues of diversity, equity, and social justice in both undergraduate and graduate programs