The September 13 Faculty Senate meeting was called to order by Chair Anderson, 3:17 PM in the University Conference Room.

I. GUEST SPEAKERS

Chancellor Borkowski spoke to the Senate. He reported that at a Board of Governors Trustee Conference meeting on October 6-8, 1999, here in Boone, noted education specialist, Stan Ikenberry, would lecture and lead discussions about the future of higher education in the United States, with particular attention to the role of the UNC system.

The Chancellor said that he had recently met with the presidents of nine community colleges that will participate in the Appalachian Learning Alliance. He spoke positively of the meeting, noting that there were no problems with turf protection or hiring qualified faculty. The Learning Alliance is important to our ability to control the numbers of students attending classes on this campus.

The Chancellor gave a PowerPoint presentation on issues raised by chairperson Anderson's talk to the faculty at the August 16 general faculty meeting.

Regarding Post Tenure Review, Borkowski said that Appalachian's policy was developed by a committee composed of Clinton Parker, Liz Rose, Harry Davis, Michael Jacobson, Peter Petschauer, Howard Neufeld, Sally Atkins, and Jeff Butts. Since this committee had no comparative models within the system, it devised procedures it thought appropriate for Appalachian. However, the Chancellor noted that whatever problems the Appalachian policy has should be addressed through considered revision based on the actual experience of our faculty.

Commenting on the Faculty Workload figures produced by a Board of Governors report, the Chancellor noted that the report is explicit that the BoG "expects" course loads at comprehensive universities to be at least 9 hours and not more than 12 hours. The report does not mandate a 9-hour load for comprehensive universities. He said that during 1998-99, Appalachian faculty taught an average of 10.26 hours per semester, and that by comparison, the per semester workload at UNC Masters I universities for the period 1997-99 was 10.15 hours.

Terms for Chairs policy has been implemented this semester, after being approved by the Board of Trustees at its last meeting. The Chancellor welcomes the policy.

Regarding Mandatory Office Hours, he indicated that the present policy fits very well with the strong reputation of this university for its close interaction between faculty and students that creates our "nurturing environment." He said that U.S. News and World Report points out that across the country major research universities are changing their emphases to focus more on undergraduate learning and that things such as good teaching and advising and regular office hours are at the top of the list of practices that are connected to effective undergraduate learning. In addition, the Student Government Association last spring semester passed a resolution supporting retention of the mandatory 10-hour policy, and the Chancellor believes that Appalachian's office hours policy is actually leading the way toward effective faculty-student learning. It is therefore an essential feature of an Appalachian education.

The Grievance Hearing Process at Appalachian since 1993 has involved 8 hearings (three
were disciplinary in nature and five were grievance hearings. Of the five grievance hearings, three were tenure, promotion, or reappointment related, and the remaining two were related to procedural matters) in which two of the recommendations by the Faculty Grievance Hearing Committee have been accepted. All decisions that have been appealed to the Board of Trustees have been upheld by the Board. In all cases that have been appealed to the Board of Governors, the decision made has been sustained. The Chancellor noted that a recent article in the Charlotte Observer explained that the Board of Governors has decided to study the grievance hearing process at all constituent UNC institutions and make necessary recommendations for revision. These recommendations would, if thought necessary, have to be incorporated in the practices of each institution; but the Chancellor fervently hoped "that when that process is completed—we here at Appalachian will be satisfied with the outcome."

The Chancellor has argued strongly for increased faculty salaries with the General Administration. He said that in this academic year Appalachian received 36.75 new faculty positions funded at $55,000 each, and that the Provost took $10,000 from each position and put into salary increases this year, which amounted to an additional 2.2%. That is why salary increases for faculty averaged 6.2% this year, the largest percentage increase in the system. The Legislature has mandated a study of faculty salaries at all institutions in the university system, which will probably be completed by December 1999, and the Chancellor will report about it when it is published. He noted that whenever he raises the issue of lower average salaries with General Administration, the response he gets is that Appalachian promotes too many faculty to Full Professor, which leaves not enough money in the pool granted to Appalachian to pay all professors at the average achieved at other comparable institutions. For instance, Full Professors comprise 43% of all faculty at Appalachian while the next closest university in the system has 29%, and the average of six institutions comparable to Appalachian within the system is 25% Full Professors. This is a large gap that is difficult to explain. Our high percent of full professors is not due to low longer services or lower turnover. A study by Bobby Sharp has shown no difference in average years of employment of full professors at Appalachian and at comparable UNC universities. The Chancellor then presented figures comparing salaries at Appalachian with comparable institutions for various ranks to show what the percentages in the ranks actually mean in terms of salaries.

**FULL PROFESSOR AVERAGE SALARIES (FALL 1998)**

<table>
<thead>
<tr>
<th>% in rank</th>
<th>average salary</th>
<th># in rank</th>
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<tbody>
<tr>
<td>Appalachian</td>
<td>$60,719</td>
<td>250</td>
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<tr>
<td>43%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other UNC Comp I universities</td>
<td>$65,943</td>
<td>630</td>
</tr>
<tr>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appalachian simulated (less tenure faculty)</td>
<td>$66,792</td>
<td>145</td>
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<tr>
<td>25%</td>
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**ASSOCIATE LEVEL (FALL 1998)**

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<tr>
<th>% in rank</th>
<th>average salary</th>
<th># in rank</th>
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<tbody>
<tr>
<td>Appalachian</td>
<td>$50,447</td>
<td>125</td>
</tr>
<tr>
<td>22%</td>
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</tbody>
</table>
Other UNC Comp I universities $52,335
779 33%
Appalachian simulated $53,036
192 33%

ASSISTANT LEVEL (FALL 1998)

<table>
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<tr>
<th>% in rank</th>
<th>average salary</th>
<th># in rank</th>
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<tbody>
<tr>
<td>Appalachian</td>
<td>$41,451</td>
<td>134 23%</td>
</tr>
<tr>
<td>Other UNC Comp I universities</td>
<td>$44,835</td>
<td>610 26%</td>
</tr>
<tr>
<td>Appalachian simulated</td>
<td>$42,548</td>
<td>151 26%</td>
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As the data above shows, Appalachian's current total faculty is 509 and Appalachian's simulated total faculty is 488.

Finally, Borkowski said he welcomes any recommendations on how to argue for improved salaries at Appalachian, because he is concerned that the Legislature's salary study will not favor Appalachian, essentially due to its large percentage of Full Professors.

The Chancellor outlined the strategic priorities for Appalachian in the immediate future: to secure legislative funding for operating and capital needs; to strengthen our technology and training infrastructure; to implement the distributive learning outreach plan; to launch the "Second Century" giving campaign's "public" phase with the goal of raising $50 million. He noted that we have raised $37 million in contributions and pledges during a two-year "private" phase now ending.

The Chancellor then took questions from the floor. Campbell asked if a count shows too many administrators, is the administrators' salaries docked accordingly? Campbell also noted that since our assistant and associate professors are also underpaid, should we assume that we have too many of them as well? remarked that since there are too many tenured faculty, maybe there are too many administrators. Koch asked how Appalachian can compete when UNC-Charlotte advertises a 3/2 load and Appalachian advertises a 4/4 load. Koch asked if Appalachian and UNC-C are both comprehensive UNC universities and why the discrepancy exists. The Chancellor responded that UNC-C is a comprehensive research I institution and that if it had been a position at UNC-CH, the course load would probably be a 2/2. The Chancellor noted that the funding formula for constituent institutions had been changed from FTE's to student credit hours generated, which has resulted in increased funding of the ASU budget.

Arnold asked whether "donkey departments" that carry heavy loads of service teaching have been or will be considered for their special needs when considering the allocations of faculty positions. Durham responded that course load discrepancies among departments are being examined.

Biddle said that there was confusion regarding whether the Faculty Handbook is actually part of our employment contracts (based on the Chancellor's statement in his response to Michael Siede's grievance). Durham replied that he will be meeting with Dayton Cole, University Attorney, about this and that he will let the Senate know what Cole says, but that he thought the
Handbook was a part of faculty contracts. The Chancellor agreed, and also noted that the Board of Trustees has considered the possibility of requiring faculty to give written assurance that they had received and read fully the Faculty Handbook and understand its provisions.

McKinney asked whether the inequity of workloads among departments and Schools/Colleges can be addressed, and suggested that in Music that the only way to get workloads down would be to adopt group instruction in place of individual instruction, which would be silly. Borkowski identified with the question and noted that he had argued the very same thing in 1961 when he was a faculty senator at another school.

Bortz observed that the actual experience of faculty workloads, and their relationship to salaries and things such as mandatory office hours, is not fairly represented by statistics that emphasize averages. Bortz noted that no one teaches 10.26 semester credit hours--faculty (for the most part) teach either 9 or 12 semester credit hours. The issue is the inequality between the two. He said that a 12-hour teaching load, after adding preparation times and office hours ultimately comes out to about 48-hours per work week. Bortz also asked whether there was any administrative initiative to change promotion or tenure practices in light of the insistence that too many promotions have skewed salaries. Borkowski responded by saying that the workload picture is counted differently at other institutions; for instance, other chancellors say that faculty office hours are really part of their course preparation time, not additional to it, which lowers the 48-hour per week workload that Bortz had described. The Chancellor was emphatic that any changes in the practice of promotion or tenure must come from the faculty; they will not come from administration.

Anderson noted that the 6.2% average faculty salary increase, while technically correct, is misleading. There were two groups of faculty salary increases--faculty who received teaching excellence money and faculty who did not receive teaching excellence money. The first group received on average a 9% increase. The second group received on average a 4% increase.

Campbell asked if the Chancellor supported ending the use of faculty salary money to pay coaches about $660,000 annually and whether paying Development Officers out of faculty money was also to end. The Chancellor, with concurrence from the Provost, responded that over the last two years $200,000 had been cut from that figure and that the balance of about $460,000 would be back in the control of Academic Affairs within five years. The Chancellor said that Development Officers' salaries will also be removed.

Arnold called attention to the forthcoming Quality of Life survey at Appalachian, which notes the great pressures on balancing personal and professional responsibilities that is felt by many faculty and staff, and that such things as mandatory office hours is a part of the problem. Arnold observed that the reduction in mandatory office hours was quite small--only 3 hours, but suggested that it could make a difference in morale were it adopted. The Chancellor replied that he had read the survey and was taking it under consideration. He also indicated that the concern over office hours seemed exaggerated, commenting that no one enforces it absolutely and that there is no enforcement mechanism.

Bobby Sharp was asked to comment on workload studies and he said that a recent study showed that actual faculty workloads were around 55-60 hours per week. Sharp asked whether the Welfare and Morale Committee would be interested in using some Gallup organization polling questions about faculty workloads in a study at Appalachian so that we might establish some norms for our own environment.

Barber asked whether the Chancellor thought a faculty lounge would have a beneficial effect on morale and Borkowski responded that he "had no problem" with the idea of a faculty facility--
that arrangements could be made to include it within the plans for a new dining facility.

The Chancellor ended the session by noting that 17 Russian parliamentary and political officials had been on campus recently, a visit which will result in positive connections helpful to our international programs, and that he appreciates the faculty time given to such visiting delegations.

II. ANNOUNCEMENTS
A. VISITORS. Anderson welcomed visitors and asked that they introduce themselves. (See voting sheet for visitors' names.)

B. LEN JOHNSON. Len Johnson reviewed the five-year experimental Phased Retirement plan now in effect. Information has been sent via campus mail to all faculty thought to be eligible for the program, based on age and/or years of service. Under the program faculty who enter phased retirement can teach up to half-time for half of their final salary before retiring; but that faculty thus retired must relinquish tenure. Johnson noted that there would be an informational meeting for all interested faculty on September 16-17 at 3:00 pm. in 224 I.G. Greer. Johnson also reminded of the staff appreciation breakfast on September 15, which was part of Staff Appreciation Week (September 13-17).

The Senate took a break at 4:40 p.m. and reconvened at 4:50 p.m.

C. SENATE REPLACEMENT RECOMMENDATION. Anderson recommended that Kevin Barrett replace Charlie Speer on the Senate for the fall semester. Barrett will serve on the Budget Committee. Gravett moved and Craft seconded.

VOTE 1 24 yes 0 no 0 abstain The motion passed.

D. SPACE UTILIZATION COMMITTEE RECOMMENDATION. Moore noted that Clinton Parker, Chair of the University Space Utilization Committee, had requested three faculty be appointed to the Committee for this year in order for the Committee to address concerns about underutilization of classroom and office space. After checking with each person, Anderson recommended Richard Crandall, Paul Gates, and Howard Neufeld. Anderson moved and Moore seconded.

VOTE 2 25 yes 0 no 0 abstain The motion passed.

E. STATUS OF FACULTY SENATE RESOLUTIONS. A memo from Dr. Durham detailing the status of Faculty Senate resolutions passed in 1998-99 was distributed to senators (it is available on the Faculty Senate home page). Durham commented that the proposal for DPC reform had been raised (September 2) with Council of Chairs, whose members had decided to hold discussions about it with their respective faculties and report at the Council's October 7th meeting. In order to facilitate discussion of the resolution more widely among faculty, it was suggested that the Faculty Senate send out a full explanation in support of its DPC resolution passed last year.

After lengthy discussion on the status of departmental procedures for searches, there was general agreement among senators and the Provost that departments are free to select whatever procedures for searches that they want, as long as they meet the requirements of law.
Ward reported that a new academic integrity code and procedures will be ready for use at the earliest by the 2000-01 academic year. Until that time the present policy will be in force. Ward and Abbott said that new by-laws for the Academic Integrity Board must be developed. Abbott agreed that the Welfare of Students Committee will work on this with the SGA. Anderson requested that senators with suggestions for those by-laws should give them to Abbott.

In response to a question about the status of Faculty Handbook changes that have been recommended by the Senate, Parker said that until a Senate-requested meeting with GA attorneys takes place, the changes will not be acted upon by the administration or a final document prepared for the Trustees. Anderson reviewed the frustrating difficulty in arranging the meeting and noted that the meeting would hopefully take place in October. Parker noted that if this occurs, the earliest Trustees meeting at which the Faculty Handbook changes would be considered would be the December meeting.

About Search and Hire procedures, Durham noted that he was this week asking chairpersons to send to him by October 14, 1999 departmental search/hire procedures they have now in effect. When he has those in hand, they will be reviewed by the university attorney and responses to chairpersons will come from Academic Affairs. Anderson asked Durham whether it was possible for the Provost's office to supply the Academic Policies Committee with copies of all departmental search and hire procedures, and his reply was yes. Weitz noted that often the procedures now in effect seem not to be the result of faculty/chairperson agreement and asked that his memo request that chairpersons involve their faculties in developing those procedures.

Anderson asked Durham to share with the Senate his personal opinion about mandatory faculty office hours. Durham reviewed some history of how Appalachian had about 15 years ago discovered that its niche was its strong faculty-student relationship, and that developing that would bring us distinction. Durham thought that the 10-hour policy was completely consistent with our niche identification and probably contributed to its success. He also feared that it would be perceived that faculty were trying to reduce their workloads at the expense of students. His statements led to considerable discussion of managing faculty workloads.

It was noted that Loren Raymond, Chairperson of the Council of Chairs, had requested a statement of the rationale for the Senate's office hours resolution for the Council to consider. Durham thought that would be a good idea to prepare it, and that he would welcome it and consider it, too. Anderson indicated that the rationale would be sent to all faculty via the faculty listserv.

Durham announced that he has established an ad hoc committee, with Tommy Davis as chair, to look at how to assess faculty use of computer technology and to establish guidelines to be used for faculty evaluations for the recognition and reward of faculty using technology in the classroom.

III. MINUTES

Gravett moved and Gates seconded to approve the May 3 minutes as written.

VOTE 3 24 yes 0 no 0 abstain The motion passed.

IV. STANDING COMMITTEE REPORTS
A. AGENDA COMMITTEE
Anderson requested that Senate committees submit agenda items to the Agenda Committee by the designated deadline and to include, if possible, a copy of any
resolutions/motions to be put forth so that it too can be sent out to faculty with the agenda. This
would also give the Senate office an opportunity to number resolutions prior to the meeting, a
new process that will be implemented this year.

**B. ACADEMIC POLICY COMMITTEE**

Bortz reported that the Committee passed the following motions:

1) Department chairs to serve 3 years renewable for a second 3-year term
2) Faculty Senate to establish an ad-hoc committee to look at merit pay
3) That the Faculty Senate consider increasing the size of the Academic Policy Committee

Each of the above will be put in the form of a motion/resolution for the Senate to vote on at the
October meeting.

**C. BUDGET COMMITTEE**

Biddle reported that a lesson has been learned from the 1996-97 administration raises-
that there is flexibility as to how money is spent. The Committee will investigate ways in which
flexible budget lines can beneficially influence faculty workloads. Biddle also noted that the
Budget Committee would be glad to work with the administration on how to achieve a standard
faculty workload to 9 semester credit hours.

**D. CAMPUS PLANNING COMMITTEE**

Moore reported that the Committee will continue to meet monthly with Jane Helm.
Moore will also report on the business of the University Space Utilization Committee, whose
major concerns will be with creating a better ratio of classroom use time than now exists.

**E. CHANCELLOR ADVISORY COMMITTEE**

Anderson noted meeting dates for fall semester have not been determined yet by the
Chancellor's office.

**F. COMMITTEE ON COMMITTEES**

University committee appointments. The Committee recommended the following replacements
on university committees:

**ACADEMIC INTEGRITY BOARD**
- Robert McKethan (Health, Leisure and Exercise Science - FAA) will replace Sheryl
Wittenbach (Family and Consumer Sciences - FAA), who has left the university. His term starts
immediately and will expire at the end of the second summer session, 2002.

**FACULTY GRIEVANCE MEDIATION COMMITTEE**
- George Maycock (Leadership and Educational Studies - Associate Prof) will replace Zohara
Boyd (English - Associate Prof), who has resigned from the Committee. His term starts
immediately and will expire after spring elections in April, 2000.

**FRINGE BENEFITS COMMITTEE**
- Harold McKinney (Music) will fill the seat vacated by Mike Perry (Math), whose term on the
Committee expired. McKinney's term if effective now and will expire at the end of the second
summer session, 2002.

**NON-TENURE TRACK FACULTY COMMITTEE**
- Norman Clark (Communication - FAA) will replace Sylvia Jones (Communication - FAA),
who has resigned from the Committee. His term starts immediately and will expire at the end of
the second summer session, 2002.
- Kinney Baughman is being recommended to serve as an ex-officio, voting member of the
Committee.

**PATENT AND COPYRIGHT COMMITTEE**
- Randall Outland (Music) has agreed to fill a vacancy on the Patent and Copyright Committee.
His term starts immediately and will expire at the end of the second summer session, 2002.

REGISTRATION AND CALENDAR COMMITTEE
- Susan Lutz (Theatre and Dance - FAA) will replace Bede Mitchell (Library). Her term starts immediately and will expire at the end of the second summer session, 2001.

RESEARCH COUNCIL
- Alan Utter (Health, Leisure and Exercise Science - FAA) will replace Lucille Smith (Health, Leisure and Exercise Science - FAA). His term starts immediately and will continue until after spring elections in April, 2002.

TEACHING ENHANCEMENT COMMITTEE
- Rick McGarry (Foreign Languages/Literatures - A&S) will replace Zohara Boyd (English - A&S), who has resigned from the Committee. His term will start immediately and will continue until the end of the second summer session, 2000.

VOTE 4 23 yes 0 no 0 abstain The motion passed.

G. WELFARE AND MORALE COMMITTEE
Barber reported that the Committee will be meeting with Jane Helm on Wednesday at 2:00 p.m. regarding the faculty lounge.

H. WELFARE OF STUDENTS COMMITTEE
No report.

V. OLD BUSINESS
A. POST-TENURE REVIEW. Arnold reported that AAUP did a survey of post-tenure review and that it appears that the process is simpler at some institutions than at others. AAUP suggests that Appalachian find ways on simplifying the process. The Council of Chairs will look into simplifying post-tenure review at Appalachian. Durham suggested that the existing policy remain in effect until the end of this academic year. Academic Policy and Welfare and Morale Committees will work on making changes.

B. MATERNITY LEAVE POLICY/CHILDCARE NEEDS. Weitz distributed and reviewed a report she and Renee Scherlen prepared on ASU Faculty Maternity Leave Policy and Childcare Needs which can be found at: http://www.facsen.appstate.edu/Links/childcarereport.html The ad-hoc committee on Maternity Leave and Childcare Needs will present a motion at the October Faculty Senate meeting.

VI. NEW BUSINESS
A. FACULTY CONCERNS
1. University-wide faculty concerns. A list of all concerns received from faculty were distributed to all senators.

2. Campus Pipeline. A concern was mentioned regarding the University’s move to a commercial website and how it will affect privacy issues, etc. The Senate referred the concern to Koch to ask Jeff Williams to attend the October Faculty Senate meeting to discuss Campus Pipeline. It was suggested that information be distributed to senators prior to the meeting so that at the meeting, the focus will be on questions and answers.

3. DPC Reform. Bortz noted that universities around the U.S. have DPCs comprised only of tenured faculty. Bortz also noted that hiring and promotion is the most important of academic values and again suggested a faculty referendum.
Biddle suggested that a Senate representative go before the Council of Chairs to explain the Senate’s reason for their endorsement of the DPC resolution passed at the April 1999 meeting.

B. TEACHING LOADS


Moore moved and Gravett seconded to adjourn the meeting.

VOTE 5 19 yes 0 no 0 abstain The motion passed.

The meeting adjourned at 7:30 p.m.

Respectfully submitted,
Mike Moore

/msh

APPALACHIAN STATE UNIVERSITY
FACULTY PRESENT AND VOTING SHEET
September 13, 1999

VOTING SYMBOLS: Y=YES N-NO A=ABSTAIN ABSENCE
NAME OF SENATOR: 1 2 3 4 5
ABBOTT, RICHARD Y Y Y Y Y
ANDERSON, STELLA Y Y Y Y Y
ARNOLD, EDWIN Y Y Y Y Y
BARBER, BILL Y Y Y
BARRETT, KEVIN Y Y Y
BIDDLE, NICK Y Y Y Y Y
BORTZ, JEFF Y Y Y Y Y
BOYD, JOHN Y Y Y
BUTTS, JEFF Y Y Y Y Y
CAMPBELL, KATHLEEN Y Y Y
CRAFT, JOHN Y Y Y Y Y
CRAIB, MITCHELL Y Y Y Y Y
DOBSON, BILL Y Y
EDWARDS, DEBRA Y Y Y Y Y
GATES, PAUL Y Y Y Y Y
GISKIN, HOWARD Y Y Y Y
GRAVETT, SANDIE Y Y Y Y Y
JAMROZY, UTE Y Y Y Y Y
KOCH, ANDREW Y Y Y Y Y
LONG, BETTY Y Y Y Y Y
MCKINNEY, HAROLD Y Y Y Y Y
MOORE, MIKE  Y Y Y Y Y
MUIR, KEN  present but left before voting began
SPENCER, RICHARD  Y Y Y Y Y
TAYLOR, ROBIN  present but left before voting began
TRUETT, CAROL  Y Y Y Y
WEITZ, GAYLE  Y Y Y Y Y

VOTE 1: Motion to approve the Senate replacement recommendation
VOTE 2: Motion to approve members to the Space Utilization Committee
VOTE 3: Motion to approve the May 3 minutes as written
VOTE 4: Committee on Committees university committees recommendations
VOTE 5: Adjournment

VISITORS: Laura Cox, HPC graduate student; Hugh Hindman, Management; Len Johnson, Human Resource Services; Clinton Parker, Academic Affairs; Peter Petschauer, History; William Purcell, Public Affairs; Bobby Sharp, Institutional Research and Planning; Bill Ward, Academic Affairs; Marv Williamsen, International Programs.