

**FACULTY COUNCIL**  
**Minutes**  
**January 23, 2014**

**Present** (ex officio): Eddy Souffrant (President); Greg Starrett (President Elect); Kim Harris (Secretary); Ed Jernigan (Past President); Chandra Subramaniam (BUS); Beth Rubin (CLAS); Paula Eckard (CLAS); Alan Freitag (CLAS); Heather McCullough (Library); Phil Dubois (Chancellor); Joan Lorden (Provost); Stanley Wilder (University Librarian); Tom Reynolds (Dean, Graduate School); Richard Buttimer (Belk College of Business); Yi Deng (Dean, College of Computing & Informatics); Robert Johnson (Dean, College of Engineering); Dee Baldwin (College of Health & Human Services); Nancy Gutierrez (Dean, College of Liberal Arts and Sciences); Liz Fitzgerald (University College)

**Absent:** Jose Gamez (Arts and Architecture); Mirsad Hadzikadic (Computing and Informatics); Chance Lewis (Education); Mehdi Miri (Engineering); Meredith Troutman-Jordan (HHS); Art Jackson (Student Affairs); Ken Lambla (Dean, College of Arts and Architecture); Ellen McIntyre (Dean, College of Education)

**Present** (unit representatives): Casper Wiggins (ACCT); Veronica Hilliard (AFRS); Dennis Ogburn (ANTH); Jun-Tao Guo (BIOINF); Jian Zhang (BIOL); Jing Zhou (BISOM); John Risley (Alternate, CHEM); Lori Gossett (COMM); Taghi Mostafavi (CS); Lyndon Abrams (COUN); Charisse Coston (CJUS); Craig Depken (Alternate, ECON); Sandra Dika (EDLD); Ed Stokes (ECE); Na Lu (ET); Keener Hughen (FINN); John Diemer (GEOG/ES); Joe Coyle (Alternate, KNES); Charles Bodkin (MKTG); Russ Keanini (MENG); Paul Fitchett (MDSK); Dylan Savage (MUSC); John Szmer (POLS); Charlie Reeve (PSYC); Beth Racine (PHS); Ian Binns (REEL); John Reeves (Alternate, RELS); Susan McCarter (SOWK); Stephanie Moller (SOC); Yuliang Zheng (SIS); Pamela Shue (SPED); Yesim Sireli (SENG); Carlos Cruz (THTR)

**Absent** (unit representatives): Dean Fitzgerald (AERO); Mary Tuma (Art); Rajaram Janardhanam (CENG); E.E. Balcos (DANC); Alan Rauch (ENGL); John Cox (GIAS); Dan Dupre (HIST); Dale Grote (LCS); Bridgette Sanders (LIB); Janaki Gooty (MGMT); Anthony Fernandes (MATH); Gary McGinnis (MILSCI); Michael Kelly (PHIL); Vasily Astratov (PHYS); Jeff Balmer (SOA); Lucille Travis (SON)

**Also present:** Jay Raja (Academic Affairs); Leslie Zenk (Academic Affairs); Matt Wyse (Academic Affairs); Tamara Johnson (Academic Affairs); Cindy Wolf Johnson (Academic Services); Beth Hardin (Business Affairs); J. Garvey Pyke (Center for Teaching and Learning); Dennis McElhoe (Extended Academic Programs); Christopher Knauer (Registrar); Janet Daniel (OASES); Denise Dwight Smith (University Career Center); Cathy Blat (University Center for Academic Excellence)

**The meeting was called to order at 12:35 PM, President Souffrant presiding.**

**1. Approval of the Minutes of the October 24, 2013 Faculty Executive Meeting**

Gregg Starrett made the motion to approve the minutes from October 24, 2013. Charles Bodkin seconded the motion. The motion passed unanimously.

**2. Approval of the Minutes of the November 14, 2013 Faculty Executive Meeting**

Chandra Subramaniam made the motion to approve the minutes from November 14, 2013. Beth Rubin seconded the motion. The motion passed unanimously.

**3. Resolution Regarding UNC Charlotte's First Football Season**

The Faculty Executive Committee made a motion to forward to Faculty the resolution that *"commends AD Rose and Coach Lambert for the contributions they have made and continue to make toward UNC Charlotte's reputation as an excellent institution of higher education."* The resolution also states *"that the faculty of UNC Charlotte expresses its gratitude to AD Rose and Coach Lambert for their commitment to community engagement, to our students' personal and professional development, and to UNC Charlotte's significant and growing status as one of our nation's leading universities."* Ed Jernigan seconded the motion. Alan Freitag read the resolution and explained the three reasons that led him to present it. First, the planning for all aspects of the football program was detailed, thoughtful, and thorough with ample faculty involvement in the planning process. Second, the actual execution of the plans reflected superbly on the university. Third, the implementation of the program has improved student attitudes towards the university and changed the campus atmosphere as well as the community around UNC Charlotte.

The motion to approve the resolution passed unanimously.

**4. Request to Rename the Department of Biology.**

President Souffrant pointed out if this change is approved, the constitution will be changed to reflect the name change. Ed Jernigan made the motion to approve the request from the Department of Biology to change its name to the Department of Biological Sciences. Beth Rubin seconded the motion, and the motion was approved unanimously.

**5. Request for Degree Name Changes**

Alan Freitag made the motion to approve the request from the College of Liberal Arts and Sciences to change the names of the BA and BS in Earth Sciences to the BA in Environmental Studies and the BS in Earth and Environmental Sciences. Beth Rubin seconded the motion, and the motion was approved unanimously.

## 6. Motion to Award Posthumous Degrees

Ed Jernigan made the motion to approve the request from the College of Computing and Informatics to award an undergraduate degree to Timothy A. Dezern at the May 2014 Commencement. Taghi Mostafavi seconded the motion, and the motion was approved unanimously.

## 7. Discussion of *Our Time, Our Future* by Beth Hardin (Vice Chancellor for Business Affairs)

*Our Time, Our Future: The UNC Compact with North Carolina* was approved by the UNC Board of Governors in 2013. The document lays out the strategic plan for the UNC system “for the next five years and lays out the specific steps we intend to take, the results we expect to achieve, and the detailed metrics we will use to monitor progress” (p. 3). The first phase of the planning process was the gathering of data and ideas from experts, in particular the consulting firm of McKinsey & Company. They developed an active portfolio management system and gathered and analyzed the data that was the foundation for the plan. The second phase was to articulate the overall vision for the system “and oversee the alignment of this vision with institutional resources, investments, and results” (p. 3). *Our Time, Our Future* is fundamentally different in tone than previous plans with its emphasis on transitioning to a plan that is focused on the cost of carrying out our core mission.

Vice Chancellor Hardin discussed several important points that came out of the first phase of this process.

- \* Of all of the students who graduate from a NC high school and go on to college, 77% to 80% of them attend a UNC institution. Therefore the system draws from a regional perspective.
- \* North Carolina has a relatively high percentage of doctoral institutions.
- \* The breadth of program offerings varies significantly by campus but is roughly aligned with the student population. UNC Charlotte has the lowest number of degree programs for students.
- \* Large degree programs account for most student enrollment, but there this also a long tail of low enrollment programs. Low enrollment programs divide into 3 categories: “general education,” “satellite,” and “isolated islands.”
- \* The report also included data related to UNC campuses vs. self-identified benchmarks, and the 2010 educational expenses per fulltime equivalent student. UNC Charlotte’s educational expense per fulltime equivalent student is significantly below that of peer institutions. According to Vice Chancellor Hardin, we are well-positioned

strategically within the system although not by our choice. If the difference between efficient and under-resourced universities is not understood, the efficient universities could be hurt. The dominant component of instructional expenses is faculty salaries and the related share of the infrastructure.

\* Enrolling, educating, and graduating more students at a lower cost is the primary goal.

The UNC Strategic Directions for 2013-2018 focus on five high-priority goals:

1. Setting degree attainment goals responsive to state needs.
2. Strengthening academic quality.
3. Serving the people of North Carolina.
4. Maximizing efficiencies.
5. Ensuring an accessible and financially stable university.

Dr. Hardin pointed out some specific points in *Our Time, Our Future* related to these goals.

\* By 2018, our goal is to increase the percentage of NC residents with a bachelor's degree or higher from 26% to 32%. By 2025, the goal is to reach 37% making North Carolina one of the top ten most educated states in the nation. According to VC Hardin, UNC makes up 50% of the capital assets in North Carolina, and the related growth necessary to achieve this goal is not going to happen under current conditions.

\* One of the strategies for meeting the goal of serving the people of North Carolina is to "invest in game-changing research that has the potential to create value and solve significant problems in North Carolina" (p. 55). *Our Time, Our Future* identifies five areas targeted for focused investment: Advanced manufacturing; Coastal and Marine Science; Data science; Defense, military, and security; Energy; and Pharmacoengineering.

\* Strategies for achieving the goal of maximizing efficiencies are identified.

1. Review campus missions to ensure coordination among constituent institutions.
2. Create operational efficiencies by centralizing some back-office services, expanding joint purchasing of commodities, conserving energy, and continuing regular reviews of administrative personnel and processes.
3. In cooperation with faculty and campus leaders, develop system-wide guidelines for instructional productivity, better align general education requirements, consider consolidation of certain overlapping programs, and make better use of online instruction.
4. Create incentives for campus efficiencies through performance funding and carry-forward reform.
5. Collect better, more comprehensive data to allow for closer assessment of

academic and operational processes.

6. Ensure the University has the resources and expertise necessary to implement these measures.

\* Strategies for achieving the goal of ensuring an accessible and financially stable university are identified.

1. Maintain low tuition and fees and ensure adequate financial aid.

2. Sustain the College Foundation of North Carolina.

3. Enhance UNC's fundraising capacity through strategic investment in personnel and technology.

4. Address urgent repair and renovation needs by creating a revolving loan fund to be shared between the University and other state agencies.

## **8. Report of the Chancellor**

\* Chancellor Dubois reported that conversations related to next year's budget continue. A fairly significant budget cut is expected, however we have already planned for it. We will get a little funding from our enrollment increase. The state economy could probably support increases in faculty and staff salaries, however the Governor is talking about K-12 teacher salary increases. It is not clear if that would include an across the board increase for all state employees. President Ross asked universities not to request tuition increases unless there is an exceptional reason for the request. UNC Charlotte has submitted a request for an increase in student fees which would result in an overall increase in student tuition and fees of about 2%. This includes a request for a \$50 infrastructure debt fee. No state money is used to build and renovate residence halls. We have to think about how many students we want on campus and what to do with the high-rise residence halls. Currently, they are an essential part of housing program. We are in the process of determining how we can increase the number of beds on campus. Given the number of new housing complexes in the area, do we need to build another apartment building? We are also considering the possibility of opening residence halls for graduate students. We should have answers to these questions by March.

\* The light-rail construction will begin in earnest by March and will be a mess on and around campus until it is completed.

\* The early college high school will be ready in fall 2014 and will open with 100 students.

\* We will be doing a "post-mortem" on football. One of the things that did not work well was student ticketing. We are putting lights in stadium to have night games when we join Conference USA in fall 2015. We may get moved into a Thursday night game.

- \* Chancellor Dubois will ask Niles Sorenson to talk to Faculty Council about next fund-raising campaign. Fund-raising campaigns have not been started because of the economy, but now is the time to look at it. A consultant will be looking at the potential for internal and external commitment. The goal for the campaign will be \$280 million.
- \* Students are continuing to help us with safety assessment. We just received the last report from SafeWalk, and 50 out of 1250 burned out light bulbs were reported. We have allocated budget resources to address the SafeWalk concerns.
- \* We are beginning to talk to students about a health and wellness center on campus.
- \* We are trying to assess the costs and how we would finance it. We are completing the renovation of Belk Gym with a remodeling of the Department of Kinesiology and expanded space for aerobics.
- \* Chancellor Dubois thanked faculty and chairs for their work in helping UNC Charlotte to be the first nonprofit recipient of the Belk Innovation in Diversity Award. The award was presented by Charlotte Chamber of Commerce and Belk, Inc. to UNC Charlotte on December 3, 2013. The Charlotte Chamber cited the creation of the University's Diversity Plan in 2008, the Chancellor's Diversity Challenge Fund, the institutional support for diverse partnerships with businesses and the community, and the enlistment of diverse board and advisory groups across the campus that mirror the community's population.

## **9. Report of the Provost**

- \* Provost Lorden reminded us that the Faculty Council passed a resolution asking her to inform deans and chairs about faculty who turn in grades late. This past semester we had about 1500 late grades. These late grades are very work-intensive for the registrar's office because they must be entered manually. Late grades are hard on students because of financial aid and registration for the next semester's classes. Beginning this semester, she will identify faculty who had more than 50% of their grades coming in late.
- \* The UNC system has elected to join the Voluntary System of Accountability (VSA) and volunteer university information that will be published on the College Portrait website. This semester we will be administering a test to seniors that deals with critical thinking, reading, writing, and a little math. This "portrait" presents a much more complete picture of our graduation and retention rates and also reports on student learning outcomes. Testing our seniors can be very difficult, and the Provost is asking faculty to identify courses that have high concentrations of seniors and to help get enough motivated students to give us an adequate sample. The results will be public information so we want students who will try hard and do their best on the test. This

testing component may change in next few years with the piece from *Our Time, Our Future* that deals with system-wide assessments of a few core competencies. We are going to recommend to the Board of Governors that we develop our own tests in order to collect useful diagnostic information for faculty.

\* The Provost thanked the faculty for their responses to the surveys related to the core competencies. As the system-wide assessment planning goes forward, the committee will engage faculty from across the system in test development.

#### **10. Report of the President-Elect**

President-Elect Starrett reminded everyone to sign the attendance sheet. He reported that there are many changes coming down from the Board of Governors and Faculty Assembly. At the last Faculty Assembly meeting, General Administration appeared optimistic about next year's state budget. He is recruiting faculty members to run for faculty governance offices and offered to attend departmental faculty meetings to discuss the responsibilities of faculty committees.

#### **11. Report of the President**

President Souffrant reported that the work on the Fact Card is continuing.

#### **12. New Business**

There was no new business.

**The meeting was adjourned at 2:00 pm.**

Submitted,

A handwritten signature in cursive script that reads "Kim Harris".

Kim Harris, Secretary