

CAS Chairs and Directors Meeting Minutes

April 2, 2019

3:30-5:00pm, Dolan 202/203

Present: Medora Barnes, Matt Berg, Rich Clark, Barbara D'Ambrosia, Jeffrey Dyck, Gwen Compton-Engle, Margaret Farrar, Brian Ferguson, Peggy Finucane, Nathan Gehlert, Gerald Guest, Ed Hahnenberg, Rodney Hessinger, Anne Kugler, Kathy Lee, Kathleen Manning, Mike Martin, Sheila McGinn, Phil Metres, Keiko Nakano, Mike Nichols, Tamba Nlandu, Mindy Peden, Dani Robbins, Catherine Rosemary, Debby Rosenthal, James Watling, John Yost

- I. The minutes of the February 2019 meeting were approved.
- II. M. Farrar welcomed James Watling from Biology and Ed Hahnenberg, the incoming TRS chair.
- III. Brief discussion of FLAC initiative
R. Hessinger informed the chairs about a new ITS initiative: Faculty Load and Compensation (FLAC). A consultant was brought in to initiate this process in Banner. FLAC will make the process of generating and approving part-time contracts easier, eliminate paper, and automate pay scales. The plan is to use the process for part-time faculty this year, then for full-time faculty next year. Some expectations will be added to the contract for part-time faculty. Contracts will be initiated by the department administrative assistant, routed to the chair, associate dean, and provost. Then the part-time faculty member will get an electronic copy of their contract to approve in BannerWeb. FLAC will make it easier to look collectively at part-time faculty usage with reporting capabilities. For full-time faculty, other administrative assignments can be built in. FLAC is term-based, it only shows one term at a time, which may be problematic when handling full-time faculty contracts. Mark Waner of the handbook committee was invited to participate in the planning for full-time faculty contracts.

Questions/Comments:

- a. Will new part-time faculty be in the system sooner? They will need their Banner ID and JCU email address to log in to BannerWeb.
 - b. How will labs be counted? Units or credit hours?
 - c. Will summer contracts be processed in this system?
 - d. One benefit is that overloads will need to be addressed since FLAC will track independent studies, theses, etc. and build those into faculty load.
 - e. Administrative assignments can also be tracked in this system.
 - f. Should faculty with smaller courses be concerned? Is faculty load based on credit hours only or is enrollment a factor?
 - g. Enrollment can be seen for part-time faculty courses.
- IV. Space Policies
M. Farrar announced that Carol Deitz and Kris Willis have begun presenting policy information to divisions and department chairs about space issues. The next step is for ADs and chairs to meet with Carol and Kris to talk about space. The conversations will be about what is possible and it is important to think about space as part of strategic planning. Questions about policies

and concerns should be directed through the ADs so everyone is on the same page.

- V. Discussion of faculty hiring process and timing
- M. Farrar said that she had a meeting with M. Johnson, A. Miciak, D. Hareza, J. Krukones, and J. Dillon about faculty hiring. In the past, hiring happened in a one-off fashion. Information passed from the provost to the president and communication was not always good. The deans will now get spreadsheets from the budget office about department budgets. The deans and library director will then state hiring needs and all will meet to discuss requests together. This is better than the previous system, but it is supposed to happen by the end of April. M. Farrar said she will ask ADs to meet with departments and make sure all requests are present and correct. There is no new money involved except with retirements. The conversation will be how to prioritize decisions together. CAS usually starts the process in August and hiring is in fall. Boler starts its hiring process earlier.

Questions/Comments:

- a. Is this only concerning requests for the current year? M. Farrar replied yes, but subsequent hires are helpful to know.
- b. Concern was expressed about the budget office's involvement in the hiring process. It was noted that the budget office isn't involved in hiring, but they are facilitating a necessary conversation on hiring strategy and providing a holistic picture.
- c. Enrollment trends and employment projection trends are part of the picture, but problems come in defining numbers. M. Farrar noted she uses three-year rolling averages, but if others are using one year or random years, the numbers can be problematic.
- d. For departments with multiple disciplines – will this process look at departments as a whole or individual programs? M. Farrar said she was not sure, but they seem to be open to that. R. Hessinger added that if programs don't have different prefixes, it can be difficult to tease out programs from departments.
- e. In the past, hiring has been revoked – what are the chances of that happening with this new process? M. Farrar responded that it is when new money is involved when problems arise, and that is not part of the hiring process this year.
- f. M. Farrar said she is waiting for concrete information from the budget office. Is there money from retirements? Was money set aside to hire more faculty?
- g. What is the appropriate size for full-time faculty? How will they be compensated? A practical goal is needed in order to make decisions.
- h. It is important to push back against the move to deemphasize research.

- VI. Information to share with new provost
- a. M. Peden suggested that departments create fact sheets to give to the new provost. M. Berg said that in order to create some standardization, perhaps all CAS departments could brainstorm what it should look like. A. Kugler added that graduate studies will be doing one for their programs. M. Farrar commented that the new provost will be getting a lot of information. She suggested organizing a reception by division to present information and so he can get to know departments and faculty. Steven Herbert will begin at JCU over the summer.

- b. M. Peden asked if it is appropriate to request a meeting with the new provost. M. Farrar noted that the provost should also be reaching out to departments. ADs and Dean will put together a list of things to be addressed in CAS. R. Hessinger suggested the ADs invite him to division meetings, then department chairs could invite him to department meetings.

VII. Following up on President Johnson's address to faculty

M. Farrar stated that she would like to hear reactions to the president's address and hear questions and comments from chairs and faculty before the next community forum on April 10th.

- a. The president did not answer questions about the timeline or values for the strategic planning process. On what grounds are programs being evaluated? Where does anything other than money fit? The timeline is short for making major decisions.
- b. Why are chairs only meeting the president at the community forum? Why isn't he meeting the faculty in smaller groups?
- c. Is Faculty Council proposing a process for faculty to be involved? What is the structure of the committee?
- d. Student government has a proposal to be involved in the process. How can faculty be involved in the development of a plan? A liaison would be helpful.
- e. There used to be a liaison from advancement to CAS, now all advancement is considered to be at the dean's disposal. Would Doreen Riley (VP of University Advancement) attend a chairs meeting?
- f. There is a problem with the steering and the working groups because we don't know what charges of those groups are. The role of faculty is a central question. It is also important to know how faculty members are chosen. What does involvement in those groups entail?
- g. Is any data available? T. Bruce has provided cost per credit hour. ASP will be providing data and more information.
- h. What is the goal or end state of this process? Is there a budgetary goal? M. Farrar replied that she has not been able to get an answer on this. It is important to ask why we are doing this and what it means to reallocate resources.
- i. What is driving the process? Low enrollment? M. Farrar replied that her understanding is that right now there are no budgetary margins. JCU is trying to grow enrollment in quality programs to lower the discount rate.
- j. We should know what the priorities are as we enter into strategic planning. M. Farrar replied that the president thinks ASP can help set priorities. But is this where the process should start? Or should some prework be done?
- k. Who is driving the process? The CAS Dean does not seem to be involved, and it is worrisome that CAS not included. M. Farrar noted that both deans found out about this at the USPG meeting.
- l. Program prioritization is too narrow a view of strategic planning. It doesn't allow imagining of what might be. What are the dynamic opportunities and growth potential?
- m. Program prioritization is not strategic planning. M. Farrar noted that President Johnson said this is a small component of a larger strategy. This has not been articulated.
- n. We need to see the big picture, to look at everything -athletics, furniture – not just academics. Money is often spent in dumb ways, need to see the whole. Need to be

transparent with information. M. Farrar asked how can we have more budget transparency?

- o. The role of advancement and their relationship with the president was discussed. How does it compare to other universities?

Adjourned: 4:55

Next Meeting: **Tuesday, May 7, 2019 at 3:30 pm**

Minutes submitted by Karen Connell