

North Carolina A&T State University  
**FACULTY SENATE MEETING MINUTES**  
September 22, 2009  
2014 Smith Hall

**Senate Members Present:**

The meeting was called to order by Dr. Florence Callahan at 3:05 PM.

Moment of Silence.

**Callahan Comments**

Dr. Callahan shared that she was anticipating a good year for the Faculty Senate, that committees are engaging in sessions, and that the university's new administration was demonstrating ample support for the Senate.

Faculty Senate will be assigned an office space in Gear Up House on Nocho Street. Starting October 1, the Faculty Senate office will have a part time administrative assistant. Also, two volunteers from Faculty Senate will work on the web page.

**Guest Presenter:** Chancellor Harold Martin, Sr.

The Chancellor expressed pleasure to be back on campus, and was hopeful about engaging with constituents of the university, posing questions, and forming opinions about future directions. He stressed that there is enormous potential and great opportunities, but that some 'baggage' needs to be addressed before those goals could be met. While the institution's identity and the details of that identity must be reached through consensus, he emphasized that shared governance is hard work, and that it cannot just be made to happen. Also, there are different perspectives related to shared governance, and those need to be integrated.

**Updates:**

Positive trend in enrollment as of 10<sup>th</sup> day after classes began: 10,554 students, compared to 10,388 this time last year. Freshman increase of 16-17%, with 37% increase in transfer students, and 20% increase in graduate student enrollment.

We lost some out of state students to community colleges in their home states based on academic or financial reasons. This has happened throughout the UNC System. We grew in graduate students, but declined at the doctoral level.

The student enrollment target for next year is 10,700 students with a focus on recruiting freshmen and transfer students. Additional emphasis will be placed on recruiting better prepared students, as decided by the Board of Trustees. All these goals are tied to faculty, who are the greatest asset for maintaining the excellence of A&T's programs.

The decline in enrollment at A&T and Central is connected to the 2002-2003 A&T decision to lower enrollment requirements in order to increase student enrollment. As a result too many unprepared students came to A&T and have left, and the University has not attracted the best students to its programs. At the same time, A&T has also had its share of accolades and we need to share them.

We have been much more strategic about our budget reductions this year.

Priorities of Erskine Bowles:

- 1) More efficient, centered around the PACE Commission: improve operational efficiency.
- 2) Improve accountability: measurable outcomes – faculty workload, student success, success in raising money.
- 3) Keeping UNC as affordable as possible, managing tuition cost, tuition policy of no more than 6% increase per year.

Additional new policies will affect the Faculty Senate too. A change that was made in the decision making process for reappointment/tenure/promotion decisions in 2002 is now being revised and needs to be submitted to the Board of Trustees in November.

Before 2002, the university system required that all administrative and tenured applications had to go to Board of Trustees and Board of Governors. In 2002, universities submitted plans to Board of Governors to change the above. This changed in 2005-2008 for some universities when the Board of Governors designated Personnel Management Flexibility to shift the decision making power to the Board of Trustees. A consequence of this shift

has been too many administrative positions at these institutions. We are under a more watchful eye now. We have been working on a plan with the Board of Trustees, and Alton Thompson will be in conversation with Faculty Senate, regarding moving a plan forward before the Board of Trustees' November meeting.

This new decision making process will create a framework where all major policy decisions will be reviewed by the Faculty Senate and the Staff Senate before they go forward.

Several senior staff position searches are now underway: Provost, General Council, Vice Chancellor of Student Affairs, research

The University Faculty Handbook needs revision.

The Chancellor emphasized the importance of the faculty Constitution, and of the need to revisit and revise it, especially as a best practice related to shared governance. The time frame for this consideration of the faculty Constitution must be discussed.

### **Question and answer Period:**

Dr. H. Carter: North Campus/South Campus issue.

Chancellor: Nanoscience is a different initiative than the research part, a collaborative project with UNCG on our property on Lee Street. The goal is to create a critical mass of research scientists who, through the quality of their work, can attract others, and align with corporations and entities that agree to come to North Carolina, and therefore, create new jobs.

The Joint School of Nanoscience is a new school that A&T and UNCG agreed to jointly administer, and offer masters and doctorate degrees. A plan is in place to create a deanship and faculty resources. The intent is to launch the Ph. D. in nanoscience, begin the process of hiring new faculty, and begin construction for a new building. We expect to announce a groundbreaking for that new building sometime in October. The plan was not discussed much here, but it was openly discussed at UNCG. More recently we've had very frank and open conversations – we hope this to be a research park idea on a smaller scale.

Kannapolis is a statewide effort, a vision that was shared by the CEO of Dole Foods. He has contributed about ½ million dollars of his own money to convert a mill town into a global nutrition base in the world. NCAT, UNC-CH, NC State, Duke University and East Carolina made contributions and additional public funds were provided. Some of our research scientists are housed there to create this research campus in Kannapolis. This is a remarkable development and has great potential for our faculty and graduate students.

Are we going to build a hotel for research scientists?

Chancellor: We are not, but a private partner has plans to build a hotel for use by research scientists here at A&T.

Chancellor: We have a disconnected set of initiatives to develop our students. We have to be intentional about creating expectations that are high. Our students also have to be willing participants: they need to know the difference between feeling a certain way about something and thinking about it. We need to help these students believe they can do and be magnificent things, or they will never do it. We need to intentionally define “the A&T academic culture” on our campus.

Dr. Oldham: Students report a very low number of hours that they spend on studying for their classes. This issue needs to be part of their orientation to A&T. We need resources for students on campus who need help with math, and then, we need students to understand that they actually need to use these sources.

Another issue is the workload distribution between senior and junior faculty and the consequence on student support. The emphasis has been on research, and how to help junior faculty get research done so they can meet tenure requirements. We’ve hired some really strong researchers who are not able to be there for our students. People who give time to students have a hard time when they go up for tenure.

Chancellor: Teaching and conducting research are not mutually exclusive. Somehow we have to come to grips with how we balance requirements for teaching and scholarship.

Dr. Callahan: This is a serious issue. Faculty who do service and research struggle to serve students well.

Chancellor: We have to focus more on where we stand with our peer groups, our peer institutions. We need a reward system that rewards both teaching and research. I don’t know the answers for A&T. On one side of campus teaching roles are 4 per term, another side is 3 per term. We have to have that conversation. We must have that conversation and make some decisions.

Dr. Oldham: It just seems that there is confusion as to what our roles are. Heavy loads for senior faculty so junior faculty can do research leads to students getting the short end of the stick right now. Could we provide tutoring, support on campus, so the faculty aren’t the only ones who are helping students?

Chancellor: As far as commencement, we set a date with the Coliseum, but they signed a major performer for that weekend. We were informed that our date was gone. We are now locked into December 14. We are seeking Dr. Johnetta Cole as our speaker.

Dr. Callahan: Don't we have a long term contract with the Coliseum?

Chancellor: Only if they don't get a better contract.

Dr. Callahan: Changes in the commencement process, especially related to dropping the traditional calling of graduates' names.

Chancellor: The Coliseum gets embarrassingly empty at the end. We were also aware that everyone who came to the podium gave long speeches in the longest commencement we've ever had. So we have been looking at the process. We are hoping to have the hooding ceremonies the day before for doctoral students, cut out the name of the dissertation, just student and advisor. All undergrads may stand as a body, and the degrees will be conferred to them as a group.

Dr. Tony Graham: The possibility of school graduations and announcing names at those ceremonies.

Chancellor: We used to do that here, and they were called "diploma ceremonies." Sufficient space for each college is the issue here, and this discussion is an ongoing one.

Dr. James: The reduction in resources to hire lab technicians

Chancellor: We have decided not to cut all our faculty positions, but look more strategically at our university, and how we can be efficient in meeting our goals. We need to create assistant positions at an equitable level across campus. We are hoping to have thoughtful conversations so we can make thoughtful decisions on things like this. We used to have Faculty Forums for discussions like this. How do we do this? We should have one each term, one or two each term.

**4:45 PM, Quality Enhancement Program, Dr. Childress, moved to next meeting.**

**Approval of Minutes:**

April minutes approved. Dr. King moved that August be approved; they were approved.

**Dr. Callahan's Comments (Continued)**

Faculty Handbook revisions are very much needed, as it does not have answers to key questions regarding Grievance and other committees. Drs. Rhodes and Callahan met with Provost and university's Interim Attorney (on loan from GA) to give their blessing on moving the handbook forward, and they have appointed an administrative person, Deborah Barnes, to help the committee work on the handbook. Goal is to have this completed by April.

Dr. Callahan encouraged committees to become active, discuss critical issues, and bring both problems and a set of suggested solutions to the table.

She shared that the Post tenure review policy has been approved by Board of Trustees, and the next step is approval by GA. The new policy will be in effect immediately.

UNST Assessment Team will be on campus September 28-29, and this is a good opportunity to feedback about the program. The team will meet with the Faculty Senate Executive Committee on Sept. 28 in the morning, which will be followed by an Open Forum from 2:00-3:00 p.m. in Merritt Hall Auditorium.

Next Faculty Senate meeting will be held on October 27 at 3:00 PM, location TBA.

Minor Policy: Dr. Dr. Rhodes announced that application packages for minors could be accepted in the Spring. Incoming freshmen in Fall 2010 could apply for a minor. Deans and Deans' Council will discuss who will create minors.

Meeting adjourned 5:04 PM.

Respectfully Submitted,

Elizabeth A. Barber, Ph.D.  
Substituting for Dr. Muktha Jost, Faculty Senate Secretary