

NOTE: The Executive Summary: Survey of Faculty Opinions about Shared Governance at Columbus State University can be found at the end of this document.

Called to order at 3:01

Members present: Susan Hrach (COLS), Kimberly Shaw (COLS), Jeff Zuiderveen (COLS), Josh Eyler (COLS), Rita Jones (COBCS), Stephanie Lewis (COEHP), Nick Norwood (COLS), David Schwimmer (COLS), Sandra Stratford (Library), John Studstill (COLS), Paul Vaillancourt, Dan VanKley (COLS), Troy Vidal (COLS), Elizabeth Wurz (COLS), Becky Becker (COA), Greg Blalock (COEHP), Gary Sprayberry (COLS), Bonita Fluornoy (COEHP), Lisa Oberlander (COA), Neal Rogers (COBCS)

Guests Present: approximately 70 guests present. Guests include: President Tim Mescon, Provost Inessa Levi, Bill Sutley, Pat McHenry, Tom Coughlin, Jack Goldfarb, Nick Joseph, Amanda Rees, Vicky Langdon, Linda Hadley, Lisa Shaw, Spencer Garrard, Ellen Roberts, Tom Hackett, Mike Mangum, Jeannine Fittzpaldi-West, Clay Nicks, Ellen Martin, Alicia Tatum, Carole Burke, Kevin Burgess, Crystal Jones, Erma Banks, Carmen Cavezza, Chuck Williams Colt-E, Yousef Ahmadibeni, Samuel Abegaz, Nancy Moore, Clint Barineau, Floyd Jackson, Tim Howard, Greg Domin, Bill Edwards, Chip Reese, Richard Baxter, Dorinda Dowis, Tom Helton, Gary Wortley, Christian Torijano, Brittney Weaver, Orion Wertz, Dan Ross, Scott Parker, Bill Frazier, Barbara Hunt, Angela Green, Roger Brown, Sean Powell, Brian Schwartz, Cindy Henning, Cameron Bean, Warren Church, Giselle Bratcher, Ray Lakes, Tracy Ton, Ron Linton, Christopher Bryant, Tony Holt, Jim Owen, Claire McCoy, Gina Sheeks, Florence Wakoko, and others.

1. Report from Shared Governance Committee

Distributed paper copy of executive summary; full report to be posted on Senate Minutes website. Executive summary attached to these minutes at the end.

2. Discussion of a Potential Special Designation of Columbus State University as Georgia University for the Arts

President Mescon: First I think it would be remiss if I didn't reference the document related to Shared Governance. As everyone is eminently clear, Dr. Susan Herbst will be on campus on February 25th to meet with the Senate Executive Committee to talk about an array of issues that I and the Senate have shared with Dr. Herbst that will benefit from ongoing dialog and discussion. I have had many discussions with the leadership at the System Office for a number of months, and am looking forward to their involvement. Hopefully that meeting will be fruitful, and will help to structure communication processes that work for all.

Second, I want to put today's discussion into context. Thursday night, I met some of our colleagues from the Coca Cola Space Science Center at Doctor's Hospital, where Larry Palotta had been admitted, and had subsequently passed away. Speaking with Shawn Cruzen that night, I really want to keep the issues today in the appropriate context. Larry was an exceptional asset,

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and we all mourn for his wife and family. Would like to keep things in the appropriate dimension for this discussion.

I will preface the discussion about the special designation by saying that the matter is simply in discussion phase. It is a non-item until it makes the BOR agenda, and it has no prospect of doing so without a fairly ringing endorsement from all quarters of this university. We have looked mightily from all quarters for ways to find other resources for this university. There are an array of institutions that have received special designations, in our sector, apart from Research Universities, that allow the possibility of different tuition rates. There is no connection between special designation and tuition change. There is no bind between these two. Some of these schools receive special funding in excess of one million dollars, and some receive special tuition rates. We have no assurance of either. But I am moved by the prospect of helping us attempt to become visible in the eyes of a larger potential student population, and a prospect for improving admission and matriculation. Dr Levi and I spent an inordinate amount of time drilling through retention, progression and graduation (RPG) data, and we are glad to discuss different elements of that. But we lose about 70% of our matriculating freshmen each year. In the arena of basic studies, it is closer to 75-80%. Part of our challenge is to enhance the attractiveness of CSU for a greater range of applicants, within the state (undergrad and grad) as well as out of state. Well before either of us had arrived, CSU and the community transformed uptown Columbus. The River Park campus is an extraordinary resource. On our shuttles, we move 25,000-30,000 students and faculty between campuses each week. It is not unusual for Aramark to serve more meals downtown than at main campus on weekends. Plant operations supported a group of theater high school students and parents at that campus recently. It was encouraging to hear Georgia Thespians say “we’ll be back”. It is exciting to renovate Carpenter’s Hall and Dillingham, all the while focusing on the enhancement of this campus.

I want to talk about the feasibility of establishing CSU as Georgia’s University of the Arts. Peers in our sector have maintained and grown programs in other sectors, to the credit of those institutions. . There is an array of other schools in our sector that attempt to differentiate themselves as regional comprehensive universities. Carnegie has a new designation around community engagement, which is also appropriate based on our current blend of behaviors. At end of the day, if overwhelming opinions – faculty, staff, students – is not in 2010, 2011, or whenever, then nothing happens.

Question: What schools, other than Georgia College, have special designations? What are those designations?

President Mescon responded: North Georgia College has two designations: military and leadership. Southern Poly is another.

Provost Levi comments: We are absolutely committed to implementation of strategic plans that Colleges have submitted to attract good students in all areas, and to new faculty positions. When we talk about a special designation, we mean “if you want to do arts in GA, you can go to CSU. This doesn’t mean arts will be all CSU is about.”

Question: Have we done any market research to see how this might impact potential students? For students in the sciences, for example? Chip Reese responded – we have just started calling other institutions to ask about their experiences in the last few days. Other schools had to re-educate students about the meaning of their special designation.

President Mescon comments: There will be challenges. We already have a challenge, in that so many students haven’t heard of us already. The branding program we have already begun – this would be a part of that.

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Student, called on by Dr. Mescon, commented that he hadn't heard of CSU, and finally heard of it through his cousin. Perhaps something like this could get us better noticed.

Comment: "If we don't have enough clarinet students, it's my fault." The only point of contact for many music programs is one faculty member. I go out and talk to many students at their schools. They often have not heard of CSU before. Once I can bring them to the River Park campus, they're sold. She asked: "What does this do for my colleagues who aren't downtown? What's in it for everyone else?"

Question: Have you discussed this issue with community stakeholders? If so, who? In what timeline have things occurred? Can you project a timeline out? President Mescon responds: I'm sorry; I couldn't give you a timeline. I want to reinforce again, in casual discussions with individuals at a variety of functions, occasionally this matter has come up. Until there is support from faculty, staff, and students, nothing goes forward. Part of our challenge is a very competitive state higher education arena, so how do we increase our visibility? Those students who are college bound – we matriculate about 60% of them in the valley. Outside the valley, that drops precipitously. This is about resources. If we don't grow, thoughtfully and in a quality way, this works against the funding formula from the state. It's not a very complex formula – it's about growth (more grad than undergrad) and the rest about RPG. We had a period with no growth, and we are currently feeling that budgetarily, in addition to 21% budget cuts. As a faculty, we have enormous challenges with RPG. We have been charged with an open access mission along with Augusta and Savannah – to provide access to students who don't meet our enrollment criteria because there is no two year college here. This is about 10% of our total enrollment. Dr Levi is trying mightily to convince the BOR that that formula works against access institutions. For our other 90% of our students, our RPG isn't doing well, either. We need to increase enrollment from outside the valley. Half of the state's high school graduates live in the metro Atlanta area. Ultimately from a college bound perspective, Atlanta is the best pool to recruit from, and we are looking for any trial balloon to reach more of those students.

Comment: I think it's a really good time to have this discussion. What do we want to have CSU look like? There is a population bulge applying now, but in 5 years that may taper off. **No mystery to funding.** I ask myself – 'How would I feel if this were a sports university? Don't they get enough resources already?' Its all about resources, and we need assurances.

Comment: We need to get it into the record that it's a great thing to have this conversation today. I'm very encouraged by Dr. Mescon's and Dr. Levi's statements. Many of us were uncomfortable about this because we were told this was already at the BOR. Many of us were very uncomfortable about this as a fait accompli. This is a dramatic change that could take place, and none of us know what could happen.

Comment: This is the 1st time in two years in the Senate that we were presented an idea at the early stages – we have been at the end too often, after the fact. We are glad that we are working at the beginning of the process this time.

President Mescon responds: It was like this with the new doctoral program. Our sister institutions in our sector rejected it, and told us we couldn't have it. Over many months, we overcame this, through dialog. If processes were errant or incorrect, or didn't embrace the Senate, don't blame anyone but me. My responsibility. This current discussion is not remotely on the radar for the Regents agenda, and I can say that with a clear conscience.

Comment: But at our last meeting, the Provost said the application for the designation was in Atlanta. President Mescon replied – no, it's not. I had a discussion with the central office, to

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gain understanding of the designation process, to get their prima facie reaction to arts focus, that's it. The Senate Executive committee will meet with them.

Question: What we asked last time, was that we had heard it was being pursued. Provost Levi then responded it had been applied for, and that a task force was developed already.

President Mescon responded: There is no application – no such thing. I have had some discussions with them to shape ideology around it, and to determine if it is even remotely worth our time to pursue. Some of the Regents have seen exhibitions, concerts, and the galleries. That kind of thing – background – seems perfectly appropriate.

Comment: Not only was that the perception – the title is already out there. I think we need to back up and talk about a whole series of possible designations. Maybe some other proposals – the Arts and Sciences? I think it has to be discussed with all the stakeholders. Since we are just starting the research, let's explore.

Question: I have a question from the system point of view. In 2003, we had a campus conversation about this. The system had invited other schools to apply for designations. Is there a change in the system's openness, or should we pursue it even in the face of resistance – or in the face of a lack of a call for proposals?

President Mescon: – GCSU has had its designation for a decade. Remarkable transition. At that time, certain schools received Regional Status, which the current Chancellor? (or Chief Academic Officer?) doesn't understand. I am deeply concerned about our ability to secure support in this economic environment, in this political environment. We have had 21% in budget cuts. We will have another 5% cut, when stimulus funds evaporate (a lucid message being repeated at BOR every month). We will have one more fiscal year cycle for those stimulus funds, and then they are gone. No doubt in anyone's mind this will be cut (\$2M). If we cannot offset the preponderance through grants, contracts, and through quality academic growth and student recruitment, retention, we are in very difficult straits. We don't have representation on the regents, and haven't for 8 years. It has an impact. I spend an extraordinary amount of time visiting with Regents, key members of the legislature. The current chair of higher education appropriations is stepping down as he runs for constitutional office. We are not represented on many BOR or legislative committees. Right now I feel like Sisyphus. I'm on the downward slide. Even for a city this size, it is likely we will fall off again for appropriations for a new classroom building, and it has been more than 10 years between capital projects, which is unfortunate.

Question: Funding cuts and timeline – are you hoping we will have designation in place before these potential cuts? President Mescon: There is zero guarantee that even if we obtain this designation that it would result in funding initiatives and tuition rates. I couldn't even tell you the timing of it. There is \$41M in special funding initiatives now in the state budget, and we have none of it. In terms of tuitions, that is up to the Regents. We are among a group in our sector at \$130/credit hour, but can range to \$190/credit hour in our sector. Those funds are not subject to budget cuts.

Comment: If I'm hearing you right, you think this might help increase enrollment.

President Mescon: I don't think it's that linear. I know it's crass to talk about marketing, but if you look at GCSU, whether it means something or not, the most recent listing of Best Values in Higher Education listed UGA, Georgia Tech, and GCSU. If you look at their students, ...

Question: Would this push us to GCSU model, not getting larger, instead of a Kennesaw model?

President Mescon: But GCSU did get larger. Our most substantial growth was 4.7% in Fall '08.

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As we look at erosion rates in RPG, if we don't have at least 3-4% growth, there isn't any real growth. There are a host of challenges related to RPG.

Question: I'm not unsympathetic to special designation. But Georgia College and other designations are very general, and Fine Arts is very focused. Arts is always a small focus as a way of life. These aren't gigantic employment fields, but are wonderful things. In traditional academic fields, if we cast our lot here, we may dissuade other talented students. Savannah College of Art & Design already exists, and doesn't seem to be thriving. Why cast the designation so narrowly?

Audience Response: This may be an unnecessarily narrow view of what arts brings – if you focus on this, you are missing at least half of what we do. Much of what we do is informally embedded in the University as a whole. As an art historian, I don't think of students as future artists, but that I have a responsibility to prepare them for many fields. We can bring them in interested in other fields, then have them major elsewhere. This requires students coming into the arts to learn other things – maybe that's the message we need to send – that it's not all making things in the arts. ?

Comment: There are hundreds of music education jobs that will disappear if we don't fill them.

Comment: Other names – Arts and Creativity and Engagement – possible.

Provost Levi – we are strong in Creativity, in the arts.

Question: What do you see as the process from here: additional forums, modifying the current task force?

President Mescon: What would you like?

Comment: Two years before you came, we used the GCSU model of shared governance (AAUP and senate). GCSU agrees special designation and open working relationship with their president are both responsible for success. Many of us teach a lot of freshman, it's heartbreaking. A designation may or may not help, but we would like to work bottom up to develop solutions together.

Comment: A task force whose mission is: Do we want or need a designation? If so, what should it be? It should include faculty, students, and alumni. There should be lots of forums, and develop ideas at beginning to establish buy-in for ideas.

Question: Isn't GCSU the one that has a University Senate, not a Faculty Senate? Yes. We were that close to voting for that here, but Frank Brown suggested we defer until Pres. Mescon arrived. We never accomplished this. We learned this [University Senate] enhanced shared governance greatly. If this designation isn't going to increase enrollment, or tuition, then what is the rationale for doing this? By the way, I didn't know there is a task force at all. Their University Senate has more input into these decisions than we have here.

Comment: It is a process thing. In terms of task force membership, there has been a tendency to appoint those with administrative roles. To get buy-in on this, you gotta have from bottom up so faculty can see their fingerprints on the work. The controversy over whether strategic plan was faculty developed was because we don't see our fingerprints on that. As this discussion on the designation goes forward, we need to see them. Must have rank and file faculty working to craft proposal goes forward. Important that faculty get our hands dirty.

Comment: I have to commend the Senate and the President for calling this meeting, as we have been discussing when faculty would be able to get involved in making these decisions. We have some students who get the idea right away, and some who need to study it again. There has been some cloud around the package around the new brand, so at the next meeting, I would like to request a presentation that articulates pros and cons of this designation. Let's engage in dialog –

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if anyone else has another model, does that have any weight? If we can develop those models,.... We should go forward if it doesn't privilege one group over another.

Question: Back to the question of what do we want? Faculty buy-in important, but it sounds like we don't have a great deal of data. We can compare ourselves to other institutions, but that's a grey area. I would find it reassuring to use consultants to deal with marketing, packaging of this.

Audience Comment: I'm a student. I came as a theater major, but the reason these are small programs, is that instruction is so individual. This proposal to designate will bring more students, but we have faculty getting laid off. Why bring more students if we don't have the faculty to teach them?

Audience Comment: I appreciate what our colleagues in the Arts have accomplished, and perhaps we can learn from them. I would like to build on that. I have used Arts to help recruit faculty in Math.

Audience Comment: Just a clarification for student benefit – there have been no faculty in the Arts laid off, and I don't think anywhere else. You can talk to the Dean about that.

Audience Comment: But if you raise the number of students and not faculty – same effect. If you raise student – teacher ratio in many disciplines, you don't get the instruction you need in many disciplines.

President Mescon: The reality is, with all of other institutions, they have generated more money to recruit more faculty to support these programs.

Question: You mentioned regional university status. Will that be going away, or are we going for it?

President Mescon: Input on how designation was granted was at that moment only based on enrollment numbers. Those schools get more base funding, and a tuition differential. There was no real basis for change, but it did mean different revenue model, and different staffing models. Office now concerned with funding.

Audience Comment: Students sense that in lots of areas, class sizes are growing. A lot of faculty are concerned that in this time of hardship, we are growing the administration. Could we put that on the table, that we are adding more administrative positions? As these class sizes grow, RPG problems get worse.

President Mescon: Hopefully at another meeting, we can look at actual data about RPG. We are in a much better position to extract data now than 18 months ago – so let's see what data show. The funding formula is weighted to growth in graduate programs. We will all benefit from growth there. Prototypical model is to have a faculty colleague to direct that. Grants and contracts – we have been out of the game, while they've been increasing in DC. We only have one professional admin person to process occasional proposal that faculty member might generate. We need to build an infrastructure, to get in that game. Those funds, in a declining resource environment, are crucial. We have to have leadership to pursue those funds. It is inevitable in years where our peers have structured processes to pursue these resources.

Provost Levi: Our faculty worked very hard last fall to develop structure of graduate programs, especially thank Tom Hackett for wearing 10 different hats. As a university, we have to have facilities commensurate with place that strives for excellence. We have to have science labs that are better than our students and prospective students had in high school. How do recruit students without that? Where would we get the funding for that? Grants, contracts, foundations. We have faculty developing initiatives related to social science research, forensics, GIS. All of those

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things can produce opportunities for research, funding, and engaging students. This can allow students to develop experiences, and provide structure to give these opportunities.

Audience Comment: Is there something around which we could all rally? Perhaps around the concept of community engagement. Most of us are very involved... could we use this as a theme?

Audience Comment: This is my first semester teaching in college of education. If you broaden out to social science, this begins to talk about practical, applied science. Then we could really go out and recruit students. Branding has to be done collaboratively. Looking at concept of social science as broad umbrella, encourage collaboration.

Question: How about a brand that encompasses, not excludes? I agree with marketing, but exclusionary business models won't help here.

Comment: Look at another model – look at centers of excellence to recruit students. It does work. It will give us a recruitment piece, and external funding.

President Mescon: What we focus on with disciplines is important. Nursing will have accreditation agency visit. Business, art, theater, music, public administration are on accreditation track which provides an international standard of excellence. My understanding about nursing school is that the agency accredits BS and grad programs, not associate programs. Chemistry couldn't pursue accreditation without NMR. They have planned to pursue this, and one of their faculty received an NSF grant to get the NMR. NCATE, Counseling, others also pursue accreditation.

Comment: Let's see what the next step is.

Senator Zuiderveen moved We would hope that the Senate would support moving the task force into researching advantages and disadvantages of a special designation, to try to determine what that could be, and then bringing this back to Senate or other public forums so that more input can be given at that point.

President Mescon: if there are members of this body who would like to serve, we ought to embrace that.

Comment: It would be good idea. We don't know who is on task force. We need regular faculty on it.

Provost Levi: ? Charges to the task force, membership, relevant documents are posted at website

Comment: I think students and alumni should also be brought into conversation. If the task force could offer series of forums for those groups, that would be helpful. My concern is that we not move with any haste to close off options, that we remain deliberative and let everyone feel they have contributed.

Comment: We are talking about adding to an existing task force. Shouldn't the mission of the task force be redefined? Currently, they have been told figure out how to spend arts designation funds. Don't we need to redefine mission?

President Mescon: We would welcome volunteers from faculty; will ask for student, alumni volunteers. The message is clear – it's a white board now, and we will proceed. The ultimate arbiter is the system office and the BOR. We start from scratch and have at it.

Question: Dr. Levi, is there any need for the task force to have any particular charge? From what I hear, there are 2 questions? Are we interested, and what kind of designation?

Senator Van Kley seconds the motion on the table.

Comment: Motion leaves out clarity.

Comment: can statement about gender and ethnic diversity be included?

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Senator Jones amends that task force include members from students, faculty, senate and community members, and administration and staff to also include gender and ethnic diversity to extent feasible.

Senator Stratford seconds amendment.

Vote on amendment: 10 for, 4 abstain. Amendment passes

Vote on motion: 13 for, 2 abstain. Motion passes. Final wording of the motion:

The Senate would support moving the task force into researching advantages and disadvantages of a special designation, to try to determine what that could be, and then bringing this back to Senate or other public forums so that more input can be given at that point. The task force should include members from students, faculty, Faculty Senate, staff, community members, and administration, and should include considerations for gender and ethnic diversity to the extent feasible.

President Mescon: I have attended AAUP annual meetings in past. If a group from senate would like to send a delegation, we'd be happy to go. National meeting usually second week in June. Exceptional regional meetings as well.

Motion to adjourn;passed.



Executive Summary: Survey of Faculty Opinions about Shared Governance at Columbus State University -----

The Columbus State University Faculty Senate took steps in Fall Semester 2009 to assess the degree to which faculty are engaged in shared governance at the institution. The Senate established two sub-committees for this task.

The first committee developed a faculty survey using 19 questions from the AAUP shared governance survey and 7 items specifically targeting decisions made at CSU since 2008. These included questions about faculty input in the 2009-12 Strategic Plan, creation of the Provost's position, reorganization of the colleges, online student evaluations of faculty, and restructuring of the Library and CINS. This instrument was distributed to the faculty in November 2009, and 105 completed surveys were returned. The Data Summary, faculty comments, and raw data are attached. The second committee, the Senate Task Force on Shared Governance, compiled the data and presented it to the Faculty Senate in January 2010. In addition, the Senate sponsored three forums to communicate the results. The forums also provided the Faculty opportunities to comment on the survey and make recommendations to the Senate. Approximately 40 faculty members attended these meetings. In addition to open discussion, attendees also provided written comments anonymously. A summary of the verbal and written comments from these meetings follows.

Timing of the survey

In every forum, attendees noted that the survey results would have been far more critical of the shared governance environment, had the instrument been distributed after

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the President and Provost overturned decisions on promotion and tenure. Consequently, faculty expressed concern about the joint decision making process, as highlighted by the survey question: “Does the institution recognize joint responsibility for decision making in staff selection and promotion and the granting of tenure?”

Communication

Faculty criticized the top-down communication model in every forum. One comment: “The administration’s effort to designate CSU as the state’s Fine and Performing Arts campus might be an occasion for a letter to the BOR or even a No Confidence vote. So far, there has been no forum, survey, meeting, vote or other attempt to include faculty in this important decision.” A lack of timely communication about institutional decisions was seen as contributing to confusion and discontent throughout the campus. Faculty expressed concern about the absence of faculty input in the restructuring of the Library in all three forums, echoing the 84% of survey respondents who said that faculty had not been given the opportunity for meaningful input in the changes to that unit.

Compliance with Agreed-Upon Processes

In every forum faculty stated that the administration was overriding or ignoring processes of shared governance, causing faculty to lose confidence in important institutional processes such as tenure and promotion decisions and academic administrative searches.

The recommendations made by forum participants were:

- that the Senate call for a no confidence vote.

- that the Faculty Senate ask for mediation by the BOR to address concerns as an interim step.
- that the Senate ask for outside help from groups such as the CSU Board of Trustees.
- that the president be asked to explain the pressures on him that forced these decisions.

The general view was that this problem cannot be ignored, and that the Faculty Senate should approach the president and provost with the data from the survey so that meaningful change in the respect for and operational processes in a shared governance environment can begin.