

Faculty Senate

Northern Kentucky University

Highland Heights, KY 41099
(606) 572-6400

FACULTY SENATE MEETING
JANUARY 23, 1995
UC BALLROOM

- I. Call to Order
- II. Approval of Minutes of December 19, 1994 Meeting
- III. Additions to, and/or Deletions from, Agenda
- IV. Budget & Commonwealth Affairs Committee
 - A. Proposed Fee Changes/Proposed Recommendations
(voting item--see enclosed memorandum from Mark Stavsky)
- V. Old Business
 - A. Professional Concerns Committee's Proposed Motion
in Response to "Library Letter" (Tabled at
December 19, 1994 Meeting)
 - 1. Additional Information
 - 2. Discussion
 - B. Status of Senate/UCC Surveys
- VI. New Business
 - A. Accountability Reports Available in Senate Office
 - B. Update on January 14 COSFL Meeting
 - C. Recommendation that Senate Go "On-Line"
- VII. Adjournment

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January 23, 1995

UNIVERSITY CENTER BALLROOM

The possibilities for self expression are infinite and of these the most nearly infinite of all is nonsense.

S. Sostrata "Gesta" (a.k.a. R.Grudin "Book")

SENATORS PRESENT: M. Artzer, T. Cate (Vice Pres.), S. Chicurel, P. Cooper, Y. Datta, S. Dessner, L. Ebersole, R. Enzweiler, N. Firak (Pres.), S. Forman, C. Frank (Benefits), C. Furnish, D. Gronefeld, M. Jang, D. Kelm (Sec'y), R. Kelm, P. Knepper, Y. Kuwahara, P. McCartney, C. McCoy, D. Miller (Par'l'n.), D. O'Keefe, L. Olasov *ex officio* (Univ'y. Curric.), T. Pence, A. Rini (Prof. Concerns), K. Schnapp, D. Sies, J. Smith, L. Smith, M. Stavsky (Budget), B. Thiel, J. Thomas, T. Weiss

SENATORS ABSENT: S. Duggal, M. Huelsman, P. Koplow, G. Scott, K. Verderber

OTHERS: M. Huening, R. Mauldin, B. Oliver, J.M. Thomson, M.C. Winner

I. **CALL TO ORDER:** The Faculty Senate was called to order at 3:02 p.m.

II. **APPROVAL OF THE MINUTES:**

Corrections: A. B.Thiel is of the General Studies Curriculum Committee.

B. Lynn smith was present at previous meeting.

Motion: to approve minutes as corrected. Passes

III. **AGENDA:**

A. Additions:

1. Informational items will be added at the meeting's end.

IV. **COMMITTEE REPORTS:**

A. **BUDGET AND COMMONWEALTH AFFAIRS** (Mark Stavsky): Prefacing his presentation with a re-iteration of the Senate's express, formal request of the administration that documents be sent with enough time for meaningful input, Mr. Stavsky presented his committee's response to the proposed parking fee rates changes. Briefly, the committee's recommendations were...

1. any proposed raise should be done by equal percentage for all categories...and...

2. any proposed increase should be no more than 40% of the current rate for each category

Discussion: Salient points included...1. Please, have a rationale for the increase. 2. Please, demonstrate how parking fees are redistributed once put into the General Fund. 3. Please, are there figures on cost and upkeep? Can theses/those be seen, please? 4. Please, is the administration of the opinion that faculty input is not to be substantively considered?

Motion: (Thiel/Weiss) All money generated from parking fees should be used for parking related expenses and none should go into the General Fund.

Discussion: J.M. Thomson pointed out that all monies go into the General Fund for redistribution. There was considerable more talk.

Amended Motion: (O'Keefe/accepted by Thiel) All money generated from parking fees must be dedicated to parking related expenses.

Discussion: D. O'Keefe suggested that B. Thiel's amended motion be severed from the committee's recommendations. B.Thiel agreed and withdrew her amended motion.

Motion: (Stavsky/D.Kelm) to accept and act on the committee's recommendations. Passes

Motion: B.Thiel represented her amended motion for consideration Fails 24 to 8

V. **OLD BUSINESS:**

A. **PROFESSIONAL CONCERNS** (A.Rini) re: Committee's proposed response to Library Letter tabled at the December 19 '94 meeting. Additional information...

1. The Exec. Committee met with E. Barker and Dean Isherwood. It was a nice meeting.

2. The Provost sent a lengthy memo to the Senate President which sounded hopeful.

Motion: (R.Kelm/Furnish) to remove the matter of the library letter from the table. **Fails**
and the band played on...

B. T. Cate reported on the condition of the Senate/UCC surveys.

VI. New Business:

A. Accountability reports are available in the Faculty Senate Office. **N.B.** At COSFL only the NKU faculty senate representatives had the reports or even knew of their availability. Credit this to the administration.

B. At its January meeting COSFL:

1. Approved a position paper asking the CHE ("Shortages will be distributed among the poor.") to take a stronger advocacy role for higher education; to play a lesser regulatory role; and allow for a greater role for faculties.

2. Learned that a number of university presidents were not in the least happy with COSFL's activist stance.

3. Made plans for a January 28th meeting with CHE staff. And is trying to set a meeting at which CHE members and state legislators will be in attendance.

C. Recommendation that the NKU Faculty Senate put its proceedings and updates on policies go On Line to other (state) institutions. (Next stop the New York Times.)

D. University Legal Counsel S. Bell has informed President Firak that a document is being prepared to answer questions concerning personal liability one might encounter because of ones functioning on RPT committees.

E. C.Chance is investigating the present tax rate on summer teaching salaries-- a flat 28%-- with the possible outcome of resolving the matter to the benefit of summer teaching faculty.

F. **A Crisis:** There are not sufficient people to fill committee positions as alternates and active members of the Peer Advisory and Peer Review Committees.

1. T. Pence suggested the structures of the above committees be reviewed and revised.

Great! Send it to Professional Concerns, please.

VII. ADJOURNMENT : Adjourned at 4:05 p.m.

Respectfully submitted,



Don Kelm, Sec'y.

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MEMORANDUM

TO: Faculty Senate
FR: Mark Stavsky, Chair
Budget & Commonwealth Affairs Committee
DA: January 13, 1995
RE: Proposed Fee Changes

Pursuant to the request of the Faculty Senate at its last meeting on December 19, 1994, the Budget and Commonwealth Affairs Committee considered the proposed fee changes document at its most recent meeting on January 11, 1995. After considerable discussion took place regarding the proposed increase in parking fee rates in all categories, the following two related recommendations were adopted by a majority of the committee for action by the Faculty Senate.

- 1) The committee recommends that any proposed raise in parking fee rates should be done by an equal percentage for all categories including students, faculty, staff and reserved parking.
- 2) The committee further recommends that any proposed increase in the parking fee rate should be no more than 40% of the current rate for each category of parking.

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M E M O R A N D U M

TO: DR. BOOTHE
FR: NANCY FIRAK, PRESIDENT OF FACULTY SENATE
DA: JANUARY 17, 1995

RE: SENATE REQUEST FOR OPPORTUNITY TO PROVIDE MEANINGFUL INPUT

At its December 19, 1994 meeting, the Faculty Senate discussed Mr. Barker's December 5, 1994 memorandum to Ms. Chance regarding Prospective Fee Changes for Academic Year 1995-96. (Mr. Barker's memo had been sent to me by Dr. Gaston and I received and distributed it to the Senate some time after the agenda for the December 19 Senate Meeting had been printed.) The Senate noted significant changes in the Fee Schedule, some of which are related to pending Senate issues. The Senate also noted that the recommendations contained in Mr. Barker's memo would be presented to the Board of Regents at its January 25 meeting.

In conformity with its rules, the Senate sent the Prospective Fee Changes for Academic Year 1995-96 to the Budget and Commonwealth Affairs Committee, whose first meeting after December 19 was January 11, 1995. The Budget Committee met on January 11, discussed Mr. Barker's proposals, and will present two recommendations at the regularly scheduled Faculty Senate meeting on January 23, 1995.

Yet inasmuch as the Board of Regents will meet on January 25, and that the agenda and materials for that meeting will be distributed long before the Senate meets on January 23, it is clear that nothing Faculty Senate does on January 23 can have any impact on the Board of Regents' consideration of the Prospective Fee Changes on January 25.

This was apparent to the Senate at its December 19 meeting. The Senate feels that it is somewhat insulting to be asked for feedback when it is apparent that the time and effort expended in developing that feedback will simply be wasted. For that reason, at that time, the Senate passed the following request:

that in the future, the higher administration distribute such important documents with sufficient leeway to permit serious consideration and recommendation.

Senate looks forward to future opportunities to provide meaningful input.



FACULTY LETTER # 1

Monday, January 9, 1995

Dear Colleague:

Although I meet with the deans every week and with the chairs periodically, I have far less opportunity than I would like for regular contact with fellow members of the faculty. As a result, communication suffers. Hence, this letter, the first in a series of occasional communications on current issues within Academic Affairs. Such a letter is no substitute for frequent face-to-face meetings, but it will at least enable me to communicate more regularly with my colleagues across the campus. I hope that you will let me know your response to this or any subsequent Faculty Letter and that you will bring to my attention issues that the Faculty Letter should address.

Enhancing Academic Programs

A recent motion introduced by the Professional Concerns Committee within the Faculty Senate expresses a concern regarding support for academic programs. That concern corresponds closely to a priority identified by my administrative colleagues in May as the university's *first* priority! Always important, the issue of support for academic programs has received particular attention this year. There should be positive results soon.

Since early in the fall, a small task force has been meeting every other week to accomplish the networking of the campus. Following the advice of an experienced consultant, we have now requested that Frankfort advertise the capital construction project and solicit the appointment of an engineer. The engineer will be responsible for the analysis of the university's requirements and for developing the specifications for installation of lateral wiring. Once installed, this wiring should offer network access to faculty offices.

My colleagues and I have listened carefully to faculty and student concerns regarding the state of technological support on the campus. In an effort to address these concerns, at least to some extent, we have recommended that we ask our students to pay an additional technology fee of \$20 per semester. In return for this investment, students will enjoy the use of a laptop computer lending "library," greater access to "smart" classrooms, and expanded hours in general access computer laboratories. Because support of the faculty represents support for instruction, faculty members should also see benefits in the form of increased access to electronic mail and the Internet, improved technological support in the classroom, and new opportunities for delivering distance learning from our campus.

Needs of the library and our obligation to address rising costs of consumable instructional materials have emerged as additional priorities. The reason is clear. Budgets have fallen far behind the results of inflation. To avoid compromising the education of our students, we are seeking also approval of a modest three-year fees surcharge to support these critical needs. If the university's budget picture improves over the next three years, we will seek to drop the surcharge.

Of course, both of these recommendations will receive additional review and must eventually receive the approval of the Board of Regents.

Strategic Advancement Planning

By now, every member of the faculty should have had the opportunity to voice an opinion on the Enduring Goals of his or her department and college. In turn, chairs are discussing goals with deans, deans are discussing goals with me, and I am discussing goals with the other vice presidents and with President Boothe. Throughout the university community, we are moving towards consensus on Enduring Goals that will drive our efforts as an institution for the foreseeable future.

The discussion and identification of these goals may be one of the most valuable elements of our new, more active planning process. I am particularly pleased with the goals that have emerged from discussions within Academic Affairs. Because they are substantive and because they express a commitment to continuous improvement, they should encourage the development of constructive and realistic objectives.

The second stage of the planning process will follow this spring when each college and each department chooses objectives it will address during the 1995-96 academic year. To initiate this process, the university community will convene in late February to review the university's Statement of Mission and its Enduring Goals. In early February, you will receive further details regarding this convocation.

The Planning Commission represents a strong cross-section of the university, and it is working diligently to assure planning that leads to the strengthening of the university. Because of its determination that the University community remain well informed about its actions, the Commission will publish its meeting times and locations more conspicuously and will issue a reminder that all of its meetings are open. Anyone may attend, observe, and address any issues that arise.

I hope you are taking an active role in the process and that you will continue.

Sabbatical Leaves

I am a firm supporter of Sabbatical leaves. When teaching full-time, I enjoyed Sabbatical leaves in 1975 and in 1982. By combining university funds with NEH support, I was able to enjoy the most pleasant and productive months of my life. I do not want to observe on my watch a weakening of our commitment to Sabbatical leaves.

At the same time, we should be aware that Sabbatical leave programs throughout the country have come under increased scrutiny. In Tennessee, for instance, such leaves must be supported entirely by endowment income, other private funds, and grants. Because we are accountable for the public funds we invest in this program, we must be able to document persuasively our conviction that these funds represent a judicious investment in educational quality.

With this concern in mind, I will meet this spring with the Faculty Benefits Committee to discuss strategies by which we might strengthen our program. These discussions will consider

- whether the University should invest additional funds to support the higher number of recommended leaves likely to come forward within the next few years;
- whether the program should place greater emphasis on the quality of proposals;
- how the program might operate more effectively, through more systematic involvement of chairs and deans in the review process; and
- how the program might offer more tangible returns, e.g., through clearer expectations regarding end-of-leave reports.

I know the members of the committee will engage these and related issues with care.

Thank a Librarian

Since my move to NKU in July 1993, I have been impressed by the dedication and resourcefulness of faculty and staff members throughout the University community. In particular, I do not believe that I have ever encountered mettle to match that of the Steely Library staff. Working month after month in conditions many of us have found distracting during our visits to the library, members of the library staff have maintained their dedication to service, their commitment to professional standards, and, wonder of wonders, their sense of humor. I hope that you will take the opportunity to voice your appreciation to our colleagues in the library. Having endured much to make possible the improvements we will all soon enjoy, they continue to serve us well.

Thoughts on Administration

Having contributed over the years to the literature on campus management, I want to comment occasionally through these letters on principles I regard as germane to effective administration. In this letter, a few words on "micro-management."

While serving for five years as an associate provost, then for five years as a dean, I developed the conviction that the best administrative decisions ordinarily are those made closest to the action by those most directly involved. I still hold that conviction, and I try to act accordingly. Our deans and department chairs are a highly competent and independent lot—for which I am grateful. While I take pleasure in working cooperatively with my administrative colleagues on many issues, I respect the limitations of my perspective and work hard to support those who must make the tough decisions. Perhaps in some

sense I will always be a dean, for I still believe that micro-management and leadership are likely to prove antithetical.

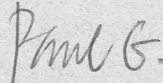
If you have thoughts on this view, I would be happy to hear them. In my next letter, I will share a few heresies with regard to committee meetings.

In Closing

I trust you will find the information in this letter useful. If I have raised additional questions for you, please let me know. I will respond either directly to you or, if the issue appears to be of broad concern, through a subsequent Faculty Letter. Recalling the words of Mo Udall, "If you can find something everybody agrees on, it's wrong," I invite disagreements.

Finally, I wish you a productive and satisfying 1995. I hope you will join me in a recommitment to the human values of mutual respect and courtesy essential to effective universities. My three personal resolutions for the New Year at NKU are to work for a stronger sense of community across the campus, to seek improved communications between members of the administration and members of the faculty, and to become even better acquainted with my colleagues.

Yours sincerely,



Paul L. Gaston
Vice President for Academic Affairs
and Provost

xc: Leon Boothe

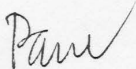
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Tuesday, January 17, 1995

File: library.011795

MEMO TO: Nancy Firak

FROM: Paul Gaston



SUBJECT: Library

Thank you for keeping me up to date. The concerns of the Faculty Senate with regard to the library are important to me.

In return, because I share many of the concerns that the Faculty Senate has discussed, I want to mention several recent positive actions.

- A proposed "Support of Learning Surcharge" would provide prompt (if limited) assistance to the library. Following extensive discussion throughout the university, the Board of Regents will consider this proposal at its next meeting.
- At my request, Director Winner is completing an objective and detailed analysis of library needs, with particular attention to budget and cost trends since the most recent regional accreditation review.
- At the request of President Boothe, the Budget Director is developing a funding strategy to address priorities identified through review of Director Winner's analysis.
- The dedication of the library addition will offer an important development opportunity for friends of the library within both the university and the larger community. We will all have the opportunity to express in tangible ways our support for a stronger library.

Let us continue to stay in close touch with regard to this important commitment.

xc: Leon Boothe
Marian Winner