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Armstrong Faculty Senate Minutes

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April 21, 2014 AASU Faculty Senate Minutes

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Armstrong Atlantic State University
Faculty Senate Meeting
Minutes of April 21, 2014
Student Union, Ballroom A, 3:00 pm

- I. Senate President Baird called the meeting to order at 3:05 pm (see Appendix A)
- II. Senate Action
 - A. Senator-Elects and outgoing senators were recognized by President Baird
 - B. Approval of the Minutes from [March 24, 2014 Faculty Senate Meeting](#)
 - C. Remarks from Dr. Linda Bleicken, President
 1. Paint the Town Maroon was a great success improving Armstrong visibility and financial contributions.
 2. This year's annual campaign has raised \$853K, which already surpassed our goal of \$850K.
 3. Faculty salary study has been completed and a 0.71% merit increase included in the state budget is still awaiting Governor Deal's approval.
 4. Mrs. Deidra Dennie was introduced as the Director of Diversity, Inclusion and Equity. She will oversee a climate survey in the Fall. The Diversity Council will be doing focus groups during the summer to develop the survey.
 5. Several summer projects planned:
 - i. Gamble Hall air conditioning
 - ii. Victor Hall 1st floor repairs
 - iii. Fine Arts boiler repairs
 - iv. Lane Library and Student Union Ballroom will be recarpeted
 - v. New campus entry will be installed
 6. Review of Enrollment Services is ongoing
 - i. Registrar interviews are ongoing. A new Registrar will be hired by the end of the semester
 - ii. Question from the floor: Is there a search for the Associate VP of Enrollment? Response: There is currently not an open search for this position. An interim is still serving in this position. The decision about how to provide appropriate future oversight for enrollment will be disclosed by the end of the semester.
 - D. Remarks from Dr. Carey Adams, Provost
 1. The internal search for CST Dean will be postponed based on feedback from the search committee and CST faculty. An interim CST Dean will be appointed and a search for the position will begin in the fall.
 - i. Question: Will search still be internal or external? Response: Still planning on an internal search to help maintain stability of college and to address issue of high turnover in this position. Past hires have not lead to hires staying in the position long term. There is also internal talent within the college
 - ii. Question: Another concern is that you had an internal candidate who is now leaving, so this does not really set a precedent. We want the best people in the position and even if they leave after two years, is that really a bad thing? A national search does not stop internal candidates from applying? Response: No it does not.
 - E. Old Business

1. [FSR-2014-03-24-01](#): Deferred Action Status for Undocumented Students
 - i. The administration supports this, but it is a state law and not something we can change.
2. [FSB-2014-03-24-03](#): Part-Time Faculty Compensation Taskforce Bill
3. [FSB-2014-03-24-04](#): Creation of the Student Research and Scholarship Council
4. [FSB-2014-03-24-05](#): Creation of the Faculty Research, Scholarship, and Awards Committee
5. [FSB-2014-03-24-06](#): Salary Inversion
6. [FSB-2014-03-24-07](#): Payment Schedule for Part-Time Faculty
 - i. ADP will be phased out and this may be the source of the problem with payment schedules

F. New Business

1. Announcement of new Faculty Senate Leadership: Drs. Elizabeth Desnoyers-Colas (President), Clifford Padgett (Vice President), and Brent Feske (Secretary)
2. Committee Reports
 - i. [University Curriculum Committee](#)
 - a. Curriculum changes
 - i. Discussion on I.1: SACS committee allows for PLA credit to count as residential credit. It could be theoretically possible to receive an Armstrong degree without having taken a course on campus. Response: PLA will not be included as institutional credit. There is no limit on PLA credit, so if it was possible to obtain degree without meeting residency requirement then it would have already happened. Also SACS does not have the final say on residency requirements; this is set by the university.
 - ii. APPROVED without modification
 - iii. All other items APPROVED without modification
 - ii. [Graduate Affairs Committee](#)
3. FSR-2014-04-21-01: Faculty Budget Priorities Resolution (Appendix B)
 - i. Resolution APPROVED
4. FSB-2014-04-21-03: Space for Part-Time Faculty Bill (Appendix C)
 - i. Language was changed in bill since this is not an issue for all part-time faculty
 - ii. Discussion: There is no space in the Learning Commons to accommodate the needs. Should we be asking department heads about this? Also, how widespread is this problem? Response: We do not have authority to ask anyone but the President to accommodate this. The issue is mostly with part-time faculty in the Sciences area.
 - iii. Friendly Amendment: Remove the last sentence from the current bill. ACCEPTED.
 - iv. Question: Is there a policy for Part-time faculty space? Response: No, and it has gotten harder to find space as the number of full time faculty have increased over the years.
 - v. Bill APPROVED
5. Faculty Welfare Committee Update (Appendix D)

- i. During Spring 2014, the Faculty Welfare (FW) committee worked on addressing the feedback received from Dr. Bleicken on the Bill presented last Fall 2014 ([FSB-2013-10-21-03](#)).
- ii. Met with several administrative departments and leadership, and students.
- iii. Conducted a survey (had a 41.35% response rate) on Domestic Partners health benefits
 - a. Almost 80% of the respondents did not know that voluntary benefits are now extendable to domestic partners (since Jan 1, 2014)
 - b. 25 of the 34 people that indicated having a domestic partner, would use health benefits if available.
- iv. Follow-up proposal planned to fund benefits using foundation funds or by creating a fund
 - a. Similar efforts at UGA and KSU have been rejected by their respective foundations
 - b. Ga. State University may be considering a similar effort using private funds for domestic partners health benefits.
 - c. Some Office of Advancement staff consider this initiative consistent with the mission of the Foundation, but still need to figure out details about cost and legal issues to proceed with it.
 - d. FW will continue to explore all options
- 6. Remarks from Susan Arshack, Office of Sponsored Programs (Appendix E)
- 7. Motion for Executive Session of Faculty Senate to discuss protocol matters APPROVED. All non-senators were asked to vacate the room. Subsequent Faculty Senate discussion has been archived and can only be approved in a subsequent Executive Session of the Faculty Senate.
- 8. FSB-2013-08-19-04RESUB: Promotion of Shared Governance (Appendix F)

G. Senate Information

- 1. Activity Period Update
 - i. A de-facto Activity Period has been identified from 12-1pm on Fridays. Department heads have been advised to avoid scheduling classes during this time.
- 2. USG Faculty Council Update by President Baird
 - i. Merit raise was presented in early March as 0.75%, but apparently got cut to 0.71%
 - ii. Possible upcoming changes USG institutions:
 - a. Push to enroll students with some college but no degree
 - b. Enrollment management will be main focus involving all campus employees
 - c. Day one and midterm verification will be the minimum for attendance verification
 - d. Funding formula will change to a retention and completion based model in FY 2016
 - iii. Chancellor almost got approval to allow USG employees to transfer from ORP retirement plan to TRF
 - iv. eCORE price may be decreasing

v. Would like to eliminate Institution Fee but it generates too much revenue. It is essentially a tuition increase.

3. Send Committee meeting dates and minutes to faculty.senate@armstrong.edu

H. Announcements

III. Meeting adjourned at 4:40pm.

IV.

Yours faithfully,
Wayne Johnson
Faculty Senate Secretary

Faculty Senators and Alternates Attendance (Updated: 01/20/14)

Department	College	# of seats	Senator(s) and Term Year as of 2013/2014		Alternate(s)	
Adolescent and Adult Education	COE	2	Regina Rahimi (3)	x	Rena Tyger (Kathleen Fabrikant)	
	COE		Ed Strauser (3)		ElaKaye Eley	x
Art, Music, Theatre	CLA	3	Angela Horne (3)	x	Karl Michel	
	CLA		Deborah Jamieson (1)	x	Emily Grundstad-Hall	
	CLA		Elizabeth Desnoyers-Colas (1)	x	Megan Baptiste-Field	
Biology	CST	3	Traci Ness (2)		Sara Gremillion	
	CST		Brett Larson (1)	x	Jennifer Brofft-Bailey	
	CST		Kathryn Craven (1)		Aaron Schrey	
Chemistry, Physics	CST	3	Brent Feske (2)	x	Brandon Quillian	
	CST		William Baird (3)	x	Jeff Secrest	
	CST		Catherine MacGowan (3)	x	Will Lynch	
Childhood & Exceptional Student Education	COE	2	Barbara Hubbard (2)	x	Patricia Norris-Parsons	
	COE		Anne Katz (1)	x	Glenda Ogletree	
Criminal Justice, Social, & Pol Science	CLA	2	Katherine Bennett (2)		Daniel Skidmore-Hess	
	CLA		Michael Donohue (3)		Dennis Murphy Becky deCruz	x
Communication Science & Disorders	CHP	1	Maya Clark (3)	x	April Garrity	
Computer Science & Info. Technology	CST	1	Ashraf Saad (2)	x	Frank Katz	
Economics	CLA	1	Nick Mangee (1)	x	Yassi Saadatmand	
Engineering	CST	1	Wayne Johnson (3)	x	Priya Goeser	
Health Sciences	CHP	2	Leigh Rich (2)	x	Joey Crosby	
	CHP		Janet Buelow (1)	x	Rod McAdams	
History	CLA	2	Chris Hendricks (2)	x	Michael Benjamin	
	CLA		Jason Tatlock (3)	x	Allison Belzer	
Library	CLA	1	Melissa Jackson (2)	x	Ann Fuller	
Languages, Literature, Philosophy	CLA	4	Bill Deaver (1)	x	Nancy Remler	
	CLA		Dorothee Mertz-Weigel (3)	x	Chris Baker	
	CLA		Beth Howells (3)	x	Tony Morris	
	CLA		Erik Nordenhaug (2)	x	Richard Bryan	
Mathematics	CST	3	Michael Tiemeyer (2)	x	Greg Knofczynski	
	CST		Paul Hadavas (1)	x	Tim Ellis	
	CST		Joshua Lambert. (1)		Jared Schlieper	
Medical Laboratory Science	CHP	1	Denene Lofland (1)		Chad Guilliams	
Nursing	CHP	4	Deb Hagerty (2)	x	Carole Massey	
	CHP		Jane Blackwell (2)		Luz Quirimit	
	CHP		Jeff Harris (1)		Jill Beckworth	
	CHP		Amber Derksen (1)		Cherie McCann	
Physical Therapy	CHP	1	David Bringman (2)	x	Nancy Wofford	
Psychology	CST	1	Wendy Wolfe (3)	x	Mirari Elcoro	
Radiologic Sciences	CHP	1	Shaunell McGee (1)		Rochelle Lee	
Respiratory Therapy	CHP	1	Christine Moore (3)	x	Rhonda Bevis	

FACULTY BUDGET PRIORITIES RESOLUTION from the PBF Committee

Whereas the mission of the Planning, Budget, and Facilities (PBF) committee of the Faculty Senate as stated in the Senate Bylaws is “to advise the President of the University through the Senate on the issues related to the budget and planning processes where they affect the academic mission of the university;”

Whereas the attached Faculty Budget Priorities Survey Report and data clearly indicate what the majority of faculty at Armstrong affirm ought to be the top five budget priorities;

Whereas said survey supports the conclusion that the majority of Armstrong’s faculty perceive high expenditures on administration are draining funds that could be devoted to teaching and instruction; and

Whereas the aforementioned majority perception is damaging to Armstrong faculty recruiting efforts and its future;

The Faculty Senate, representing the majority of all Armstrong Faculty as indicated by the Faculty Budget Priorities survey data, advises the President to find quantifiable and demonstrable ways in Armstrong’s budget allocations:

- (a) to support the top 5 faculty budget priorities affirmed by the majority of Armstrong’s faculty,
- (b) to address the faculty perception that high expenditures on administration by administration are draining funds that could be allocated to teaching and instruction, and
- (c) to address the underlying causes of the aforementioned perception of the majority of Armstrong Faculty.

Armstrong Atlantic State University

Faculty Budget Priorities Report

Fall/Spring 2013-2014

Prepared by the Planning, Budget, and Facilities Faculty Senate Committee

The mission of the Planning, Budget, and Facilities (PBF) committee as stated in the Senate Bylaws is “to advise the President of the University through the Senate on the issues related to the budget and planning processes where they affect the academic mission of the university”.

In the fall of 2013, the PBF committee of the Armstrong Atlantic State University Faculty Senate committed to fulfilling its mission by collecting and organizing constructive faculty planning proposals and by surveying and identifying what the faculty as a whole advises as the top budget priorities. This report contains the entire collection of planning proposals (appendix C on page 18) from individual faculty members and a guide (based on the quantitative survey data representing the whole faculty of Armstrong Atlantic State University; appendix A on p. 9) for prioritizing both these planning proposals and budget decisions related to academics. For transparency, all survey results will be shared electronically (using a Google drive shared folder) with the faculty members who were asked to complete the survey and administration.

Process Description

The committee’s task began by soliciting faculty planning ideas and proposals for the first two months of Fall 2013 semester. Notices were repeatedly sent to faculty during August and September by the PBF committee asking for planning suggestions. In November, after examining the collection of faculty planning proposals, the committee decided it important to measure how widespread faculty support for various types of proposals was by creating a faculty budget priorities survey. By measuring how widespread faculty agreement or disagreement was on particular statements regarding potential budget priorities (both directly and indirectly related to the collected planning proposals), the priorities of the planning proposals themselves are also suggested.

The faculty budget priorities survey was created during end of Fall 2013 Semester by the PBF committee and prepared for delivery via SurveyMonkey.com to the faculty during the first few weeks of Spring semester. The survey was opened on January 16th and closed on January 31st of 2014. On January 16th, the survey, its purpose and its hyperlink were emailed to 416 full- and part-time faculty as well as faculty ranked administrators who teach courses. All faculty members were requested to complete this 15 minute survey by January 31st. Two other reminders to complete the survey during this two week period were emailed to faculty.

Response Rates	Total Number of Those Requested to Complete Survey	Total Completed Surveys	Completion Rates
All Faculty	416	284	68%
Full Time Faculty (tenured and non-tenured ranks)	277	225	81%
Part Time Faculty	139	59	42%

Of the 416 faculty who were emailed the survey, 284 completed the survey to achieve a 68% overall response rate. Of the 277 full time faculty members who were emailed the survey, 225 completed the survey achieving a strong 81% response rate from the full-time faculty. Of the 139 part time faculty members who were emailed the survey, 59 completed it achieving a 42% response rate.

The strong response rates from the faculty as whole and particularly from the full-time faculty indicate that faculty are very much concerned with Armstrong's current budget priorities and that they would like their collective voice to have some meaningful impact on the ongoing formation of Armstrong budget priorities. This high response rate for the survey increases confidence in the validity of the data.

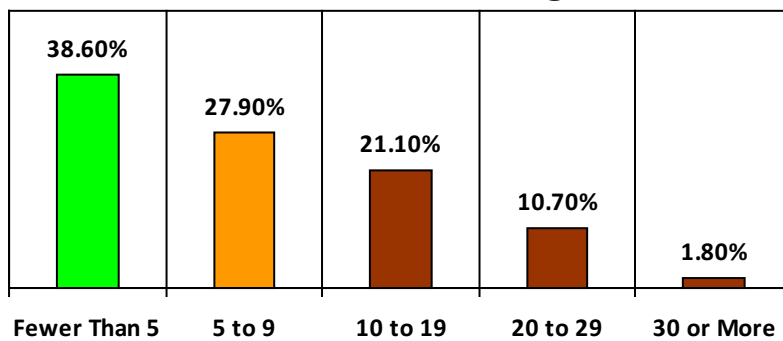
Budget Priorities Summary

Overall, the top 3 priorities from various faculty groups were remarkably consistent with slight variations depending on by-rank analysis or by-years-at-Armstrong analysis. The top 5 budget priorities by all respondents are used for reference because each of those priorities received more than 50% affirmation from the total of those responding. As illustrated in the table below comparing all respondents top 5 with the top 5 of full-time faculty of all ranks and the part-time faculty, 3 statements consistently get ranked among the top 5 in most groups.

The Top 5 Budget Priorities for...	All Respondents	Full-Time Faculty (all ranks)	Part-Time Faculty
To increase faculty salary averages to at least 100% of the College and University Professional Association (CUPA) values.	Ranked 1st	1 st	2 nd
To increase pay for part-time faculty.	2 nd	5 th	1 st
To increase the number of full-time faculty in relation to part-time faculty.	3 rd	2 nd	4 th
To increase the number of tenure-track and tenured faculty in relation to all other faculty.	4 th	3 rd	
To increase funding to maintain salary levels for faculty summer pay regardless of class enrollments.	5 th	4 th	
To increase funding to achieve small class sizes.			3 rd
To increase funding for Lane Library to develop and maintain a core collection of books, periodicals, and electronic resources.			5 th

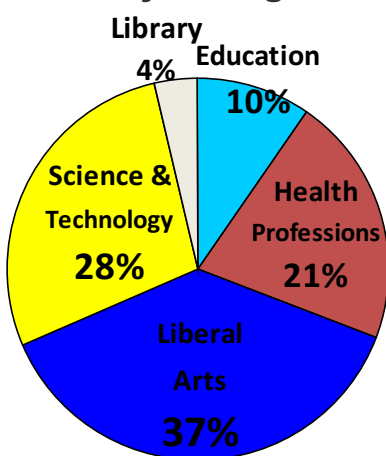
The tables and pie diagrams below that identify years working at Armstrong, rank, college, gender, and age represent ALL respondents in the survey. After analyzing comparisons of results based on cross tabulations by gender, age, rank, college, and years at Armstrong, variations among the middle ranked priorities occurred in the by rank, by years working at Armstrong, and by college cross tabulation comparisons. Comparisons of individual priorities by gender and by age yielded no statistically significant differences with the overall top 5 priority analysis by all respondents. Consequently, the committee recommends that those two demographic questions be eliminated from any similar budget surveys conducted in the future. Differences among the middle ranked priorities appear more related to the number of years working at Armstrong, the rank of the respondent, and the college of the respondent.

Years at Armstrong

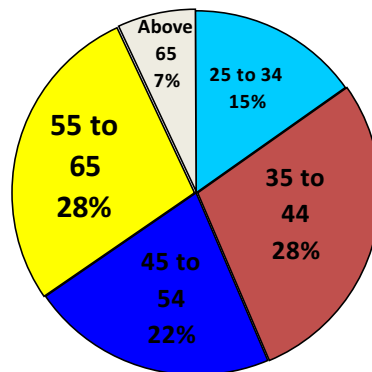


Note that over 66% of the respondents have worked at Armstrong less than 10 years. The steady decline in number of respondents by years of employment at Armstrong appears statistically significant. Given this demographic data, the committee thought it important to compare the top priority results of the 66% of those respondents who have worked here fewer than 10 years with the data of those who have worked 10 or more years at Armstrong (see comparison of top 5 priorities on p. 5).

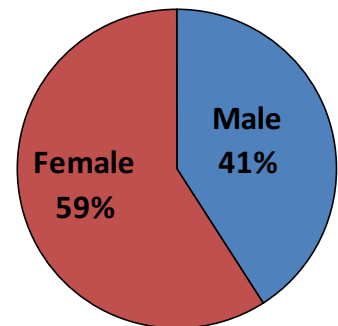
By College



By Age

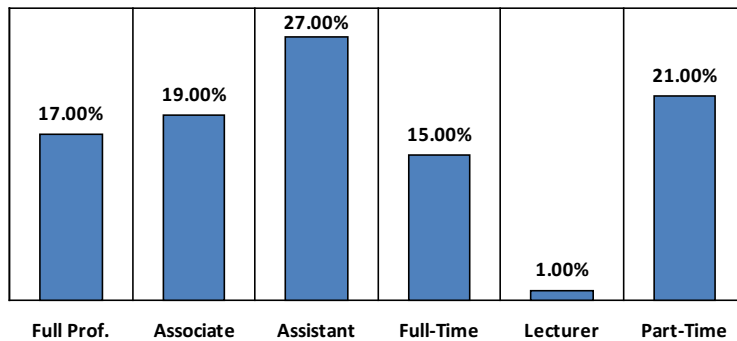


By Gender



The age demographic data indicates 57% of the faculty respondents are 45 or above.

Respondents by Ranks



The largest category of “assistant professors” includes both non-tenured members and those on tenure-track. The Full and Associate Professors make up the tenured 36% of the respondents while the Full-Time, Lecturer, and Part-Time faculty compose a non-tenured 37% of the respondents. Comparisons among the top 5 priorities of these groups are presented below.

TOP 5 BUDGET PRIORITIES COMPARED BY RANKS

(Blue color * indicates items diverge from the Top 5 Priority list of ALL respondents)

Full and Associate Professor (Tenured) Top 5 – % are of the 99 responses

1. **92% - To increase faculty salary averages to at least 100% of the College and University Professional Association (CUPA) values.**
2. **65% - To increase the number of tenure-track and tenured faculty in relation to all other faculty.**
3. **65% - To increase the number of full-time faculty in relation to part-time faculty.**
4. **61% - To increase pay for part-time faculty.**
5. **52% - To increase funding to maintain salary levels for faculty summer pay regardless of class enrollments.**

Full Timers, Lecturers, & Part-Timers (Non-tenured) Top 5 – % of 103 responses

1. **78% - To increase faculty salary averages to at least 100% of the College and University Professional Association (CUPA) values.**
2. **77% - To increase pay for part-time faculty.**
3. *** 64% - To increase funding to achieve small class sizes.**
4. **63% - To increase the number of full-time faculty in relation to part-time faculty.**
5. *** 50% - To increase funding for Lane Library to develop and maintain a core collection of books, periodicals, and electronic resources.**

Assistant Professors Top 5 – % of 74 responses

1. 95% - To increase faculty salary averages to at least 100% of the College and University Professional Association (CUPA) values.
2. 60% - To increase funding to maintain salary levels for faculty summer pay regardless of class enrollments.
3. * 59% - To increase funding to maintain, repair, upgrade, and/or replace educational technologies (excluding software) and equipment.
4. * 58% - To increase funding for high impact academic practices to retain students.
5. * 55% - To increase funding for Lane Library to develop and maintain a core collection of books, periodicals, and electronic resources.

Part-Time Instructors Top 5- % of 59 Responses

1. 85% - To increase pay for part-time faculty.
2. 62% - To increase faculty salary averages to at least 100% of the College and University Professional Association (CUPA) values.
3. * 62% - To increase funding to achieve small class sizes.
4. 60% - To increase the number of full-time faculty in relation to part-time faculty.
5. * 52% - To increase funding for Lane Library to develop and maintain a core collection of books, periodicals, and electronic resources.

Top 5 Budget Priorities Compared Between Those working at AASU <10 years and >10 years

186 Responses from those at AASU FEWER THAN 10 YEARS

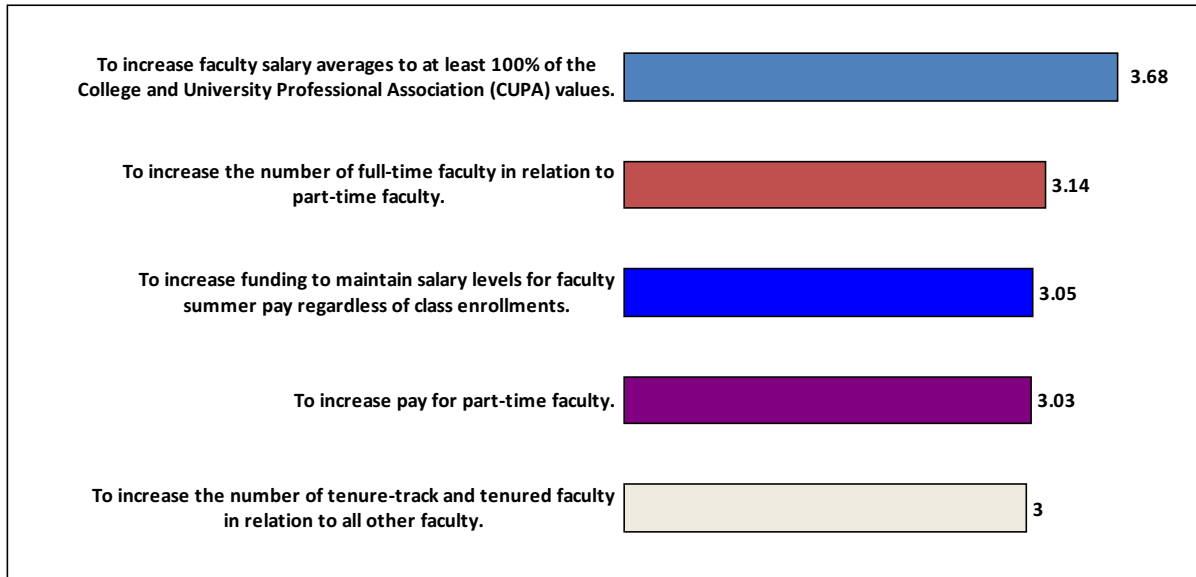
1. 88% - To increase faculty salary averages to at least 100% of the College and University Professional Association (CUPA) values.
2. 65% - To increase pay for part-time faculty.
3. 60% - To increase the number of full-time faculty in relation to part-time faculty.
4. 55% - To increase funding to maintain salary levels for faculty summer pay regardless of class enrollments.
5. * 52% - To increase funding to maintain, repair, upgrade, and/or replace educational technologies (excluding software) and equipment.

94 Responses from those here MORE THAN 10 YEARS

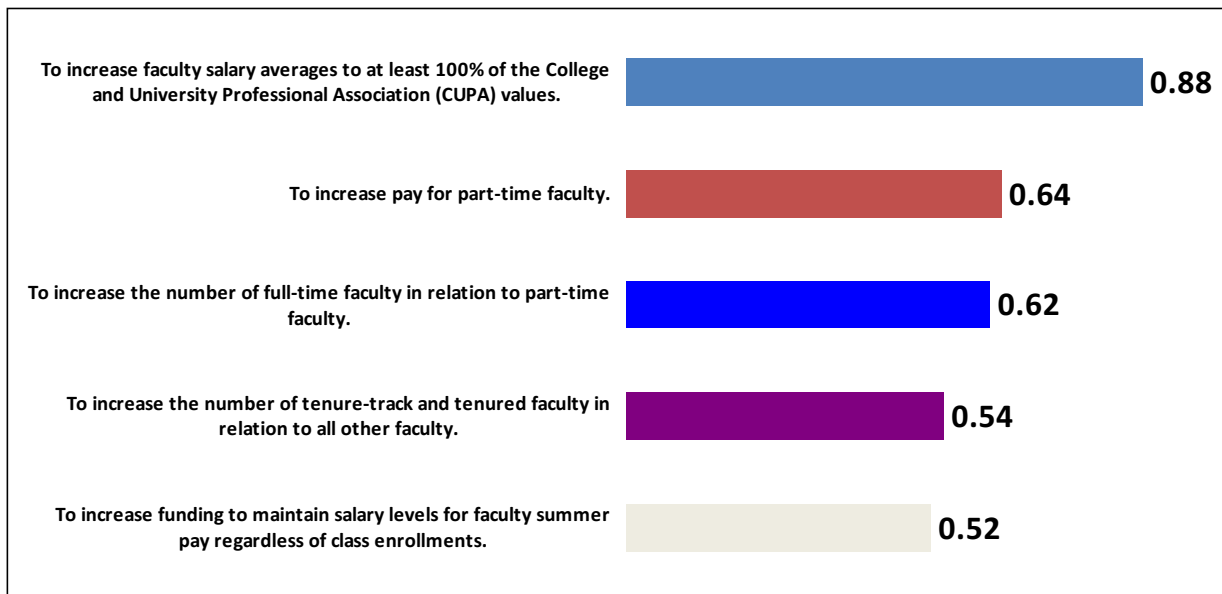
1. 88 % - To increase faculty salary averages to at least 100% of the College and University Professional Association (CUPA) values.
2. 65% - To increase the number of tenure-track and tenured faculty in relation to all other faculty.
3. 65% - To increase the number of full-time faculty in relation to part-time faculty.
4. 62% - To increase pay for part-time faculty.
5. * 56% - To increase funding to achieve small class sizes.

Two similar questions were asked on the survey: one asked “how important it is to increase funding for each item” on a 4 point Likert scale of “critically important to not important”, and the other asked the respondent to identify only 5 top priorities of all the same items. The original rationale for these similar questions was to allow faculty the possibility of indicating some items that might need funding now, but were not considered top priorities. The data resulting from these two questions indicates the same top 5 items were identified though not in exactly the same ranked order (see comparison below).

Top Five Increase Funding Items based on Rating Averages



Top Five Budget Priority Items Identified



Comment Analysis

The last open-ended question of the survey invited comments related to the budget, the survey itself, planning suggestions and/or anything else the respondent thought important and relevant. Naturally, the analysis of these wide-ranging comments was difficult because of the range, the overlaps in themes, and the variety of agendas present in the comments. Accordingly, the committee decided to group them according to concerns. When a single respondent expressed multiple concerns, we would count that response under multiple concern-categories to yield a ranking of the most frequently voiced concerns to those least frequently affirmed.

There were a total of 71 submitted responses to the last question of the survey. As indicated several longer responses, 23 of them, expressed multiple concerns and were counted in multiple concern-categories below yielding a total of 94 concern-category responses in the ranked list below.

The most numerous comments pertain to the salary/workload of full-time faculty and the proliferation of administrators who are highly paid.

RANKED LIST OF CONCERN-CATEGORIES AS EXPRESSED IN THE COMMENTS (rank, number of responses out of 94 total, category of concern, [representative comment])

1. **20 responses - Concerns about Full-Time Faculty**
Representative response – “Faculty morale is important--increasing salary to keep up with cost of living, even just a little bit would help greatly. Also, feeling valued can be effected with low cost solutions and trickles down to better feelings from the students and thus retention when they realize the faculty are excited and happy to be here.”
2. **17 - Concerns about Administrative Expenditures**
“I believe the expansion of administrative positions to be careless and not in the best interest of the institution. Of all priorities, I believe there should be a reduction in the expansion of administration and use funding that is typically allocated for that to the hiring of more full-time, tenure-track/tenured faculty.”
3. **13 - Concerns about Students**
“Recruitment seems woefully understaffed, a few additional positions and a larger budget may go a long way!”
“We do not have enough faculty to handle the student enrollment.”
4. **11 - Comments/Feedback about the survey itself**
These range from “Great Survey” to “An exercise in futility”.
5. **10 - Concerns about the Physical Capital/Facilities**
“Maintenance of toilets and leaky ceilings in buildings with heavy student traffic.”
6. **7 - Concerns about Part-time Faculty**
“Adjunct/part-time faculty can, if properly selected and mentored, be among the most passionate and effective instructors. However, there is no financial attraction to that role at current pay levels.”
7. **7 - Concerns about Specific Program Needs/General Instruction Allocation**
“The fine art dept. could use some more funding for equipment. Photography especially needs some better camera and lighting equipment. Students are graduating with a photo concentration and they have no experience with lighting equipment. They need to be better prepared.”
8. **5 - Concerns about Staff**
“Increase staff in service roles such as ITS, Plant Ops, etc. Decrease staff in service roles such as Sodexo (cleaning contract service), etc.”
9. **3 - Concerns about the Relationship between Faculty and Administration**
“Improved communications between faculty and administration are essential.”
10. **1 - Praise for Armstrong**
“AASU is a great university and it is a privilege to be associated with it.”

See Appendix B on p.10 for the complete list of all responses from the survey.

Conclusions and Recommendations

The top 5 ranked budget priorities affirmed by the majority of all respondents should speak for themselves. While nearly all of the comments were thoughtful and respectful, the most frequent concern represented there confirms that salary compensation for all ranks of faculty are the top faculty priority. Collectively, the comments and the priority rankings reflect a morale problem that is difficult to quantify, but nevertheless real.

Concern with administrative expenditures ranked second among the comment analysis and the “to increase number of administrative positions” item ranked last among the two quantifiable survey questions. This faculty concern to see less administrative spending on administrative positions rather than more outranked concerns with the physical capital of the university (its facilities, technologies, or faculty spaces), concerns with students, concerns with library resources, and concerns for funding practices that improve academics. In the usual zero-sum game of budget balancing, this survey supports the conclusion that high expenditures on administration by administration are draining funds that could be devoted to teaching and instruction. The survey indicates that the conclusion above is the perception of the majority of faculty of all ranks at Armstrong Atlantic State University. Faculty at Armstrong feel minimized economically and numerically while full time administrative positions (and their concomitant higher salaries) continue to proliferate. This situation undermines Armstrong’s ability to attract and retain high quality faculty.

The PBF committee advises the President to find quantifiable and demonstrable ways in Armstrong’s budget allocations: (a) to support the top 5 faculty budget priorities affirmed by the majority of Armstrong’s faculty, and (b) to address the aforementioned perception regarding administrative expenditures shared by most faculty members at Armstrong as well as the underlying causes of this perception.

APPENDIX A

All Proposed Budget Priorities Listed In the Faculty Budget Priorities Survey Ranked From Highest (#1) to Lowest (#24) by All Faculty

(Percentages indicate the proportion of respondents affirming the item as a top priority)

1. 88% To increase faculty salary averages to at least 100% of the College and University Professional Association (CUPA) values.
[88% of those who responded to this item affirmed this as a top priority]
2. 64% To increase pay for part-time faculty.
3. 62% To increase the number of full-time faculty in relation to part-time faculty.
4. 54% To increase the number of tenure-track and tenured faculty in relation to all other faculty.
5. 52% To increase funding to maintain salary levels for faculty summer pay regardless of class enrollments.
6. 51% To increase funding for high impact academic practices to retain students.
7. 49% To increase funding to maintain, repair, upgrade, and/or replace educational technologies (excluding software) and equipment.
8. 49% To increase funding to achieve small class sizes.
9. 46% To increase funding for Lane Library to develop and maintain a core collection of books, periodicals, and electronic resources.
10. 44% To increase funding for renewable student scholarships.
11. 44% To increase funding for faculty development.
12. 40% To increase funding for research activities (excluding travel).
13. 37% To increase funding for summer fellowships and grants.
14. 36% To increase funding for additional compensation to those faculty members who direct graduate or undergraduate research.
15. 34% To increase funding for research related travel.
16. 33% To increase the number of ten month contracted positions in relation to twelve month contracted positions.
17. 33% To increase funding for building maintenance.
18. 30% To expand the tuition waiver benefits to dependents of faculty.
19. 29% To increase funding for domestic partner health benefits.
20. 20% To increase the number of staff positions.
21. 19% To increase funding for additional licenses for discipline-specific software.
22. 17% To increase funding for Armstrong cultural venues and events.
23. 12% To increase funding for a designated faculty commons.
24. 4% To increase the number of administrative positions.

APPENDIX B

ALL SURVEY COMMENTS GROUPED BY CONCERN-CATEGORIES

1. Full-time Faculty Concerns (20 responses)

- I have been told on multiple occasions that faculty at Savannah State get paid considerably more than faculty at AASU. I don't know if this is true. However, if it is, it doesn't make me feel excited about being at AASU. I want to be valued and appreciated and have that demonstrated by my pay.
- Many programs have coordinator/directors under the department chair. The positions are severely underfunded for the high level of responsibilities. Many valuable faculty members are considering stepping down.
- Writing grant proposals takes much time - which is never funded, just expected during a professor's free time. It would be great to have funding for writing proposals.
- To expand/include spouse/partner benefits in use of recreation/exercise programs (offer membership at same cost for employee).
- Salaries for faculty at Armstrong should be competitive with those of other Georgia colleges and universities. At this point in time, there is a rather large disparity--faculty members at other institutions make tens of thousands of dollars more per year than their counterparts at Armstrong.
- Concerted assistance with sponsored-project/proposal submissions
- Funding for books to support research and to design or update courses. More funding for travel to conferences. We are expected to resent at national and international conferences, yet it is only funded at low levels, which does not cover costs for more than conference. Funding for course releases for extra workloads, required by College of Education faculty to mentor edTPA students, to design and implement online courses and to redesign courses. Planning: A need to improve communication among departments on campus. For example, the Office of Online and Blended Learning should be made aware of courses/programs that plan to be totally online in the near future.
- At the moment I am a 10 month Instructor. I was originally hired in 2008 as Assistant Professor, but that title was taken from me because I did not have a Ph. D. I have over 15 years of clinical practice which should count. Also, there are very few Ph. D. Programs for Clinical Laboratory Scientists (unless you can pay to go to Rutgers!) I have not had a pay raise since I was hired. In order to keep the best or cream of the crop teaching students at Armstrong, a very strong emphasis should be placed on faculty salaries, benefits, travel expense for conferences, research, and education. Since I have been here my supposed travel expense is (I think) \$250.00 for the entire year. I cannot even attend my professional educational conference unless it is out of my own pocket. I think this is despicable. How can one continue to stay current in their field with that kind of funding??? In the Health Professions, it will be very difficult to find replacements that have Ph. D in their fields, much less a Masters in their field.
- Most important priorities: Faculty salaries software and up-to-date teaching technology.
- Raises, at least tracking cost of living increases in a year, are also important for attracting and retaining top faculty at Armstrong.
- More ways that faculty can grow -- academically and financially -- so that leaving AASU is not the only way to achieve either.
- Faculty salaries should be the top priority!

- Keep in mind not all 12 month faculty are in administration, these 12 month faculty have no clear guidelines for teaching loads
- Faculty morale is important--increasing salary to keep up with cost of living, even just a little bit would help greatly. Also, feeling valued can be effected with low cost solutions and trickles down to better feelings from the students and thus retention when they realize the faculty are excited and happy to be here.
- I believe that pay increases for all faculty and staff (not administrators) is the top priority for funding.
- Travel money so faculty may attend conferences outside the state of Georgia more than once every few years.
- Faculty salaries should be commensurate with those peer institutions with whom we compete against in terms of faculty hiring, promotion, and retention.
- While understanding that student retention is a pressing issue, without retaining talented, dedicated faculty it won't happen. FACULTY retention needs to be examined.
- Increased funding for program directors/coordinators/certificate programs.
- Offer faculty a course release in lieu of overseeing xx graduate or undergraduate students or other 'extra responsibilities' in case of lack of funding.

2. Administrative Expenditures Concerns (17 responses)

- I believe that pay increases for all faculty and staff (not administrators) is the top priority for funding.
- An increase in "administrative positions" is more than NOT a top priority; it should not be a priority at all. A decrease should be a top priority. AASU should acknowledge the steady increase in unnecessary administrative positions, especially over the past ten years, and take measures to put more of its funding directly into costs for instruction, not administration. Some truly innovative voices in education have suggested that universities should create a system of adjunct administrators, thus radically reducing administrative costs, eliminating the proliferation of "assistant Vice-Presidents" and "assistant deans" and "directors" and all of the expensive staffing positions that cushion the lives of upper administration but do little to improve the chief function of the university, instruction.
- We do not need additional administrative positions- we are too top heavy in relation to faculty positions. There is no need to have all the Assistant, Associate and Director positions that we currently have in the administrative line. Many of these positions are budgeted with salary and benefits at six figures, while many faculty/staff cannot afford medical, dental, and vision coverage with their paltry salaries; to this end we cannot recruit and retain quality faculty. We are slowly regressing to an online course campus with instruction by adjuncts.
- We need more full time, tenure track faculty with a vested interest in teaching and research. We do not need more administrators who create busy work and interfere with teaching. With the current layer of management positions, we have lost sight of the mission of the university.
- The revolving door of senior administrative positions is a powerful negative for organizational culture at Armstrong. The wrong credentials are being too rigidly emphasized in recruiting and hiring. Instead of Ph.D.'s, look for proven leaders from business environments who are convincingly passionate about education.
- Provide teaching assistants and research assistants for all faculty rather than more administrative staff. Increase funding for marketing of programs and clinical coordinators to work with community partners.

- I believe the Administration has its own agenda with budget, and that this agenda has nothing to do with teaching. If there are no professors, there is no university. Continuously giving money to administrators or spending millions on consultants outside of the university when we have an institution full of experts, while telling faculty that there is no money for them, is extremely irritating. Are we really going to get heard with the results of this survey?
- A very important planning principle should be that our budget be set at a sustainable level without depending on surplus summer revenue.
- Too much money at Armstrong is wasted on administration.
- PBF should look at historical perspective of # of administrators (above level of dept. chairs), salary of administration, # of directors (particularly student affairs and enrollment services), # of full time tenure track faculty, salary of faculty overlaid with student enrollment, retention and graduation rates for each year from 2000 to current. Renaming the university and all of the costs associated should be discouraged (yet to meet a student who thinks it is important). Was there ever a return on investment study conducted on the rebranding effort several years ago? What is the campus vision? What is the vision for the physical campus? Since it appears that the upper administration doesn't have any (or at least a plan that doesn't change with the weather), maybe it is time for the faculty senate to be more aggressive?
- **CRITICALLY IMPORTANT:** No more consultants. We could have built a bridge to Terabithia with the money we have spent on consultants. **CRITICALLY IMPORTANT:** Hire administrators that have been AASU faculty, rather than constantly bringing in folks from the outside. We have a dangerous lack of institutional memory at the upper levels of administration at AASU. Obviously, I would prefer that all of the areas discussed in this survey would receive greater funding, but we can't have 20 top priorities. So when I indicate that something is a priority, I mean that a certain area has been neglected to the detriment of the university's mission.
- Need to reduce administrator salaries, new construction, and sports travel to free up money for more important needs. Gimmicky vendor products like D2L also need to be reduced or cut altogether, to reduce useless expenditure.
- I believe the expansion of administrative positions to be careless and not in the best interest of the institution. Of all priorities, I believe there should be a reduction in the expansion of administration and use funding that is typically allocated for that to the hiring of more full-time, tenure-track/tenured faculty.
- I suggest hiring an efficiency specialist and firing some of the administrators that are just wasting money with no results. The most important things for AASU are Faculty and Students most of the administration is highly inefficient. If you are an inefficient administrator (and you know it) please have the decency to step down and return to classroom. Shame on all the administrators that are wasting AASU resources in countless and useless meetings that have no outcome.
- Resources, particularly money, must be pushed down to the lowest decision-making level possible. More resources need to be devoted to action and less resources need to be devoted to supervision. Don't spend resources managing good people. Give good people resources to use.
- Administrative positions not only do not need to be increased, they need to be reduced. There are too many Assistant Vice Presidents, etc., who do not increase the value or integrity of an Armstrong education. All of these added administrative positions simply insulate higher-ups from the real work of improving the Armstrong experience for students, faculty, and staff alike.
- To REITERATE, the number of administrative positions in the COE as well as the University as a whole is out of control. We are having to plea for faculty lines and the dwindling number of tenure track faculty has adverse consequences for our programs.

3. Student Concerns (13 responses)

- More reasonable treatment of students where it comes to policies and charges for dorm spaces over breaks.
- Recruitment seems woefully understaffed, a few additional positions and a larger budget may go a long way!
- Enrollment management as a priority has had a negative effect on the overall quality of Armstrong's student body.
- Armstrong is a gem. Instead of trying so hard to make the gem bigger, try polishing the gem (quality is the best way to attract students). I heard an administrator comment that Savannah Tech is Armstrong's principle competitor. If that is the direction the university is taking, it is sad, and ill-conceived. Develop a top flight program in American studies. Savannah is uniquely positioned to be the location for such a program. Require graduates from the education program to demonstrate real scholarship and passion in an academic discipline, and give no degrees or teaching certificates to students who do not have impressive communication skills.
- Funding needed to streamline the advisement and registration process for both faculty and students.
- Scholarships for students to study abroad.
- Students are going to other universities to take classes because our classes are full. We do not have enough faculty to handle the student enrollment. Yet we hire administrators and/or give them raises while faculty have not had raises and new faculty lines are not approved. Students will continue to go elsewhere until this is fixed and students again are the focus of Armstrong.
- I think that specialty programs to retain students would be wonderful, but a more cost efficient method of retaining all students and improving education across the curriculum is to decrease class size.
- Freshmen and sophomore retention initiatives.
- Commuter student lounge/commons.
- More GA positions for graduate students.
- Regarding graduation, start focusing on Quality not Quantity ! In their quest for high graduation rates the administration must have the basic decency to ask themselves where are all these "graduates" going to find a job? Are they well prepared ? Do YOU really care?!
- Missing from this is any mention of funding for recruitment. We need to attract better students instead of trying to save the hopelessly apathetic.

4. Comments/Feedback About the Survey (11 responses)

- Many in my department have found the faculty survey comparison inadequate -- not compared to similar programs. Yes, they told their department chair - but it is unknown if anything is done once the survey is completed. I'm told this happens every faculty survey. Perhaps faculty (not chairs or deans) can submit their comparison associations to complete the survey.
- In addition to querying faculty as to how they feel about increasing funding here and there, it might prove insightful to ask about areas where faculty feel funding should be decreased. If increasing funding on a given item is not important to a person, it may or may not be true that this person is against funding that

item or is in favor of decreasing funding for that item. Further, the not important/no opinion option may create for some misinterpretation. If increasing funding on an item is not important to a person, then it may or may not be because that person has no opinion. However, if a person has no opinion on increasing funding, then how could increasing funding possibly have any importance to that person?

- I fail to understand why my age or gender influence the relevance of my perspective as a member of the faculty. If anything, one might ask for the respondent's terminal degree. I doubt MA and Ed.D. folks will share the priorities of the Ph.D.s. Best of luck.
- Thanks for doing this. We (faculty) need to continue to take a leadership/ownership role at Armstrong, especially since upper admin is uninterested and/or incapable showing real leadership.
- The last set of questions were redundant
- I was somewhat confused about what was meant by "high impact" activities to improve student retention.
- Thank for this opportunity for faculty to express opinion on these critical faculty welfare issues. I hope all faculty will complete these honestly.
- Great survey!!!
- Thank you for conducting this survey, it is nice to be able to voice our concerns.
- This is an exercise in futility, but have at it.
- Thank you for conducting this survey. I hope the results will be useful in the Senate's efforts to communicate to the administration our concern for the academic mission of the university.

5. Physical Capital/Facilities Concerns (10 responses)

- I would love to see a cost analysis of the food truck. Who thought that we needed it and how much money is it costing the University?
- Replace outdated too small classrooms and labs.
- Have an HVAC that works with the seasons.
- A faculty commons would be wonderful, especially if we are not going to get raises or other types of additional funding. There is no place on this campus designated specifically for faculty, and that makes it difficult for us to move around freely or work in other areas outside of the department (which is always full of students as well).
- Maintenance of toilets and leaky ceilings in buildings with heavy student traffic.
- Technologies to support teaching. Smart classrooms -- talk to the faculty before replacing chalk boards with white boards-- this was done in Ashmore at a great expense and no benefit for students or faculty. The money would be better used to convert to smart classrooms.
- Get the Liberty Center built well and funded well ASAP, or we will begin losing students to the other schools in and near the Hinesville area.
- Other areas in need of additional funding not mentioned in the survey. Expedite the flow of purchased hardware from acquisition to the hands of faculty...it is way too long and cumbersome a process now and doesn't honor our students or faculty.

- Other budget priorities not mentioned in the survey. We need storage for records etc. and a rapid stream of moving equipment that is deemed as 'salvage' out of departments...there is apparently no funding or bodies to move these salvaged items (but we MUST go through the process and watch it sit, in the way).
- AASU is a huge waste of energy. I suggest to cut on energy cost by adopting smart energy solutions like solar energy. This does not have to be a large investment but just an initial investment that can grow later. The energy "mafia" that controls the region including some of the admins at AASU has to step back.

6. Part-time Faculty (7 responses)

- Adjunct/part-time faculty can, if properly selected and mentored, be among the most passionate and effective instructors. However, there is no financial attraction to that role at current pay levels.
- Access for part-time faculty to computers and printers on campus. Active Directory allows access to (almost) every computer on campus. However, there is not a provision made for access to free printing of class materials. Specifically, I had to beg others, not in CST, to allow me the use of their printers in order to print my tests, class rosters, printed materials for labs, special hand-outs for my students, grade lists, et al. I am sure I am not the only part-time instructor who has this problem. The others may use printers at their primary job and/or at home. I do not have such access. Moreover, I should not have to pay to print any materials relevant to the performance of my duties at the university. Should I? I did not when I was working full-time and had an assigned office, equipped with a computer and printer/scanner.
- Spaces for Office Hours for part-time faculty. As it currently stands, CST does not yet have an operable space for such. Last semester, I split my Office Hours between the conference room in the Chemistry Dept. office and one of the group study rooms at the Learning Commons. As the students were more apt to come to those at the Learning Commons, that is where I will have all Office Hours this term. However, there is a limit to how often I can do so, as the group study rooms can be reserved only one week ahead. If others call "dibs" before I can, then I will not be able to meet with my students.
- I do very much appreciate having a voice here (on this survey). As part-time faculty, I often miss out on participating in discussions about faculty needs, as I am not allowed to attend departmental meetings. For the three years for which I was temporary full-time, I was fully engaged with the university, participating in the departmental meetings, faculty reading roundtables, Safe Space, and the Student Success Committee. I can no longer provide a Safe Space, as I no longer have an office which can be so designated. I have had to fight to remain on the Student Success Committee, a service I am very proud to provide for the university. Thank you for allowing me to believe I do still have a voice and a vote on important issues.
- The current system of adjunct (part-time) faculty labor is exploitative and unsustainable. Instead of fragmenting courses amongst growing numbers of adjuncts who earn insultingly low wages with no stability or benefits, hire more full-time (not necessarily tenured) permanent faculty. Not only is it ethical to do this, but Armstrong's students will benefit from instructors who can devote their full energies to teaching, and Armstrong as a community will benefit from the long-term investment these full-time instructors will make in the institution.
- I have been working part-time at Armstrong for nearly a year now. I am a classroom teacher, but I also do other things for the school (like develop courses). Before I moved to Savannah, I was a college instructor in South Dakota for nine years. My question relates to compensation for course development. Where I worked before, if I developed a graduate level course, I would be paid about \$4,000. If I taught a graduate level course, I was usually paid \$2400 (in some cases \$3200, and in one case \$8,000). If I developed the course and taught it, I was paid \$6400. This pattern was in place for several years, and it seemed logical to me. That brings us to Armstrong. If I teach a graduate school course, I am paid \$2500. This is comparable to the amount that I was paid to teach in South Dakota. However, if I develop a course for Armstrong, I am not paid anything. The assumption seems to be that, since I will be paid \$2500 to teach the course, I should not also be paid to develop the course. This does not seem logical to me. It can take lots of time to develop a course. Let's add another dimension. Like most universities, Armstrong is moving into the world of

distance learning. In a distance learning course, the entire course must be converted to written form. There is no opportunity for an instructor to talk to the students in a classroom and use memory and expertise to explain things. All that information must be written down ahead of time in the form of a course package. Creating a course package for a distance learning course is a non-trivial exercise. Whether or not the course is a success depends largely on the quality of the course package. It seems illogical to me that a part time instructor who develops a course package would not receive any compensation for doing so. If the course package developer is a full time instructor, I suppose that an assumption can be made that the person's full time salary pays them to develop courses. However, if the instructor is a part time employee like me, there is no full time salary check that pays for my efforts to develop courses. I enjoy developing courses. I have been a professional writer since 1970, and that skill helps me develop good quality course packages. However, I would like to be paid for my efforts when I do this for Armstrong.

- Pay PTFAC more immediately.

7. Specific Program Needs/Instruction Allocations Concerns (7 responses)

- Re-assessing the budgetary priorities with regards to athletic programs.
- Capital for medical technology for improving education through simulation
- A TESOL (teaching English as a second language)-dedicated program outside of the Languages, Literature, and Philosophy Department, not simply one or two LLP hires tasked with addressing this mammoth need.
- The fine art dept. could use some more funding for equipment. Photography especially needs some better camera and lighting equipment. Students are graduating with a photo concentration and they have no experience with lighting equipment. They need to be better prepared.
- Keeping the physics program as more than a service department (keeping upper division classes as it is now) is important to me. Numerous departments (physics, chemistry, biology, health sciences) have students that go through the physics program and benefit from the excellent faculty we currently have. If the department is deactivated and relegated to a service department Armstrong is unlikely to keep, or attract new, top faculty in the program, hurting the departments served by physics currently. In addition, this could hurt recruitment in the other departments that Armstrong serves as it sends the message that Armstrong does not value STEM disciplines and students in these other departments may be exposed to poorer quality teaching in physics as our good faculty go elsewhere. Research at Armstrong will also suffer if the department is eliminated; faculty will have no upper division students to help carry out research, which will likely lead to a decrease in productivity and therefore grant money coming into Armstrong.
- As Armstrong expands its graduate programs, I think it becomes imperative that the perception of Armstrong as a research university needs to be fully developed. While excellent programs are being developed and approved, attention and funding should also be directed to research.
- Academics and Instruction are not receiving the portion of the budget they deserve. Given all the lip-service we give to the value of education, I am beginning to feel ashamed and hypocritical when I look at the percentages of amounts spent on instruction compared to the rest.

8. Staff Concerns (5 responses)

- IT support staff and services are desperately needed- we cannot continue to support online learning or any related activities of D2L with the current staff of less than ten people. Ideally, dedicated IT staff would be assigned to each college unit for support. We lack a plan of sustainability for equipment/infrastructure updates
- I believe that pay increases for all faculty and staff (not administrators) is the top priority for funding.

- Increase staff in service roles such as ITS, Plant Ops, etc. Decrease staff in service roles such as Sodexo (cleaning contract service), etc.
- Every department has staff positions that are only 50% or less used/needed. These positions would be better served if moved to another level (college or university) and a greater body be able to benefit from these positions (closer to 100%). Certain staff positions could be replaced by student workers (could be a cost savings). However, faculty or other staff must be assigned to oversee these student workers and appropriately train them.
- Increase staff salaries.

9. Relationship Between Faculty and Administration Concerns (3 responses)

- Improved communications between faculty and administration are essential.
- Better transparency of fund spending with regard to creating new "administrative positions." Better communications to staff & faculty on why "x" funds were used. Better communications (soon rather than later) about why a degree program is being cut or is being consider to be eliminated so that faculty can know or gather data to say why it should not be cut.
- I am not sure that lack of funding is the only reason for having deficits in some of these areas - perhaps money is sufficient but not being spent wisely or personnel and their supervision is the problem rather than lack of funds

10. Praise for Armstrong (1 response)

- AASU is a great university and it is a privilege to be associated with it.

APPENDIX C

Planning Proposals Submitted to the PBF Committee **(29 collected planning suggestions in no particular order)**

- Working with the Office of Advancement, over the next five years, each College will develop a sufficient Student Travel Fund so that at least 20% of graduating seniors would be funded up to \$200 to present at professional or student conferences. This would continue the opportunities that are now available through the University's SPARC grant on a more permanent basis.
-
- The Office of Academic Affairs would review the human resource and facilities needs of each unit, and plan to fund and/or reallocate resources according to current and projected future needs, rather than based on historical precedent. Specifically, some units need new tenure-track faculty lines, permanent instructor lines, and/or dedicated or shared space (classroom, lab, and office).
-
- There needs to be a timeline on ending the salary freeze in order to prevent further faculty/staff departures. At present, there appears to be a plan for market-adjustments, but merit-based increases need to be reinstated in order to prevent the best (and, consequently, most marketable) individuals from leaving.
-
- Students consistently complain about getting the “run-around” from several units in student services (e.g., Admissions, Registrar's, Financial Aid, Housing, etc.), and the fact that some services that are needed conjointly are spread through multiple buildings (including the Armstrong Center). More services need to be consolidated in one place, and/or more people need to be able to perform multiple functions, so students could experience “one stop shopping” in getting their needs met. It is these difficulties that lead some students to not enroll, or continue, at Armstrong. Relatedly, transfer advising and evaluation of transcripts for core credit should be completed *prior* to students being sent to departments for advising in the discipline. Most faculty advisors are not in a position to make decisions about the core, and which transfer courses may or may not “count” for the core.
-
- We are very happy that needed building renovations have been made to our non-human animal laboratory and computer lab this summer. The university needs to develop a list and a schedule for making needed renovations and repairs so that the use of space is optimized.
-
- Many institutions comparable in size to Armstrong offer an Honors Program with a full-time Director of Honors. We encourage Armstrong to make use of the recruiting potential that a fully-staffed Honors Program would bring to our school. Done correctly, Honors could be a potent recruiting strategy, attracting the best and brightest students to the institution. We have special programs to attract military students, Latino/Latina students, and African American males, so attracting the best students would seem a desirable and logical step.
-
- We would like to see Armstrong follow the lead of UGA and offer benefits to domestic partners. This would give us a potent recruiting tool as we search for new faculty and staff, and truly represent the diversity we espouse to value.
-
- The University should be transparent in providing data to document the number of faculty members versus upper-level administrators there are on staff each academic year, as well as the ratio of the salaries of these two groups.

-
- When expenditures exceed a certain pre-determined amount, there should be transparency. For example, if \$XXXX was used to hire consultants about issue y, that information should be readily transparent and available to the university community.
-

- “College Town” Atmosphere

Despite half a century in its current location, Armstrong does not have any sort of “college town” feel. There are no obvious off-campus hangouts for students, faculty, and staff. While many services can and should be provided on campus, a vibrant university atmosphere often spawns a variety of nearby businesses, including but not limited to coffee shops, live music venues, inexpensive restaurants and cafes, pizza joints, and bookstores.

Since Armstrong’s campus housing is largely new, we will almost certainly see more attempts from small businesses in the area to cater to the university population. However, the suburban, auto-oriented geography of Savannah’s Southside seems certain to limit that development. Also, the university itself owns large tracts of land that could be the most logical places for appropriate mixed-use development – off-campus housing, ground level retail that appeals to both the Armstrong population and the surrounding neighborhood, etc.

Given these various issues, it’s entirely possible that Armstrong could essentially remain an island of its own. Well, what’s wrong with that? A couple of things:

Armstrong will simply be a more desirable place to work and to learn if it has something like a “college town” feel. These qualities will be tools for recruiting and retaining both students and faculty.

Since 2005, we’ve seen a measurable trend in driving patterns: Americans, especially younger ones, are driving less. At the same time, we are seeing a surge in interest in neighborhoods that are both bikeable and walkable.

Armstrong might be able to thrive as an isolated cultural island in the middle of the suburban Southside, but it’s also possible that Armstrong could literally be at the center of a revitalized neighborhood with traits that will be more attractive to future generations.

There are a variety of ways of approaching the issues here:

How do we make the areas around campus friendlier to bicyclists and pedestrians? Right now, for example, students who use the crosswalk to enter campus at Science Drive/Middleground Road have to cross nine lanes of vehicular traffic on Abercorn with only a narrow median. No nearby streets have bike lanes and some don’t have sidewalks.

Armstrong owns land that could be used for a variety of mixed-use purposes that could be targeted for appropriate, neighborhood-scaled, mixed-use development: the Armstrong Center property, the triangle site across Abercorn (the consulting team at Melaver once considered various uses for it), and the extremely large parcel east of Arts Drive. Even if Armstrong’s student population continues to grow, it seems exceedingly unlikely that a state university like Armstrong would want to become so large that all of that land would be needed for campus expansion. And if we need more buildings on campus eventually, there’s considerable existing room, such as the large areas on either side of Burnett Hall.

There are a variety of models out there about how to achieve more of a “college town” atmosphere and how to spur residential and commercial investment around campuses. For example, Mercer University is the key player in the large College Hill Corridor endeavor in Macon – an ambitious attempt at revitalizing downtown Macon and connecting that activity to the campus.

I think it is absolutely critical for Armstrong to have a vision not only for its campus but also for the neighborhood in which the campus exists.

- Faculty Commons proposal

As Armstrong develops plans for new facilities and allocates/reallocates existing spaces and resources, I suggest that need for a common space for faculty—one that would foster faculty-to-faculty *and* faculty-to-administration interaction should be placed high on our list of priorities. Although creating a greater sense of community within and across colleges, as well as with the administrators to whom faculty report, is not explicitly listed in our strategic plan, without a sense of shared identity and purpose among these two key constituencies on our campus, the other goals of the strategic plan will be far more difficult to reach. Yet given our institutional structures (i.e. the scheduling of classes, the lack of a common class/lab/other duties-free hour, and the physical design of our campus buildings) opportunities to create such a sense of communality are rare. One avenue of redress to these problematic lacunae is to designate some space as a faculty commons on our campus.

Ideally, this space would serve as something of a faculty dining room/faculty club, where food (especially lunchtime choices and coffee) would be available. This space would need to be inviting—one that would draw faculty and administrators together naturally because of its ambiance; it should not be a storage room that is “transformed” by putting down carpet, nor an echo-chamber of underutilized space. Not only would such a space promote social and collegial interaction, it could also serve to preview and celebrate artistic and cultural performances; it could showcase the best of what happens in our academic departments; it could facilitate discussion of scientific and technological issues pertinent to all of us; and it could cameo the work of writers, poets, journalists, philosophers, businesspeople, and those involved in international affairs.

Most significantly, however, this common space would foster informal conversations about teaching or scholarship. It would bring faculty together in an organic fashion to reflect on the work of teaching, researching, and moving our institution forward to reach our goals.

- I wish that Armstrong could find a way to revive the evening program.

It concerns me that the current administration is attempting to compete with on-line universities by offering our own on-line classes instead of offering the alternative of face to face evening classes.

There is also at least lip service to increasing the number of non-traditional students at Armstrong after focusing on dorm students for a number of years, and I think these students would be best served by evening classes. I could find only one course for one of my advisees to take this fall, a Spanish course, because she works full time at one of the hospitals in Savannah. She's a Communications major who will never be able to finish her major under the present system.

This may be simply looking into the rear view mirror, and I don't wish to stop the progress on the on-line program. But I wish we could at least investigate the feasibility of a revitalized evening schedule.

- I do not know how feasible this idea is, but I have been thinking about faculty involvement in online course development and review. Apparently, there were faculty (I think) during Kristin Betts' tenure who were chosen to be reviewers of other faculty members online courses. However, I don't really know what's going on with that program; I'd have to look into it. I signed up for the "extra quality matters training", but it was canceled when Betts took the job in New York. So, as of now, I don't know what their review process is or if they even have one in place.

Wouldn't it be great to offer capable faculty a course release in each department to assist other faculty with online class training? Let faculty be responsible for planning the online classes in their own departments, and allow course release for one faculty member who can assist others. My rationale for more faculty involvement in online course planning and development came to me when I took the online training offered through Betts. So many of her readings were not relevant to the faculty who were taking the classes because they were geared to administrators. Faculty just wanted to learn the practical aspects of how to use the technology to develop a strong class. People became intimidated by the process, which doesn't have to

be difficult. For example, we spent hours, days even, on "making text accessible"--this could have been a quick lesson in setting Styles in MS Word and using PDFs, which is quite easy to do. However, so much time was spent validating why things should be accessible (making us watch random videos and such) that we ran out of time to do other more important things (not to mention I still think faculty walked away from the class feeling like the process was more complex than they could handle).

I still wonder if there could be a way for faculty to have more involvement, so I've been wondering about the possibility of a course release or some other incentive for faculty to be course development advisers to their own department members. I don't know how something like this would work being that departments are different sizes, and I'm not sure that people would actually use the faculty, or if too many people would be knocking on the faculty members door for help where the person couldn't provide enough help.

-
- I recall that when the president visited our department last year, she suggested that the board of regents was holding off on creating new majors or programs due to lack of funds in the state economy. Now that the economic tide seems to be turning, should we draft some proposals for new majors?(a restructuring of foreign languages to permit students to focus on French for example?)

-
- Five full scholarships to five worthy students every year.

-
- A Regional Bio-Chemistry Center (more details promised later)

-
- 25% minority in faculty positions

-
- Improved access to theater and auditorium. Neither the FA auditorium nor the Jenkins theater have easy access. Both draw mature audiences with limited mobility. We attract audiences to campus and then make it difficult to get to (or even find) the venues. The University Drive/Armstrong Center entrance to Fine Arts needs a circular drop-off road and wheelchair ramp. It's the only large theater we can think of that does not have automobile access. The entrance could be designed to open across from the Armstrong Center access road. Access to Jenkins could be made available through an extension of the existing service road.

Renovate the rest of the Fine Arts building.

-
- Campus and building signage visible to drivers without getting out of cars.

-
- Human resources is a major budget/planning concern: Do we have resources to attract and retain quality faculty? Administrative positions seems to be added so that the administration can meet its expectations, yet the same rationale is not applied to the faculty. We are losing faculty lines and hiring more part time faculty. We should examine what are the faculty requirements and needs in each department/program, and develop a future plan for attracting and retaining high quality faculty.

-
- Faculty workload- 4 large classes makes it difficult for research. We need resources and time to develop and support new initiatives in teacher preparation. (Professional development, release time for research, time to visit schools, adequate travel allowance)
-

- It services/online teaching – more training and innovative practices should be encouraged.
-

- University Hall needs much attention: classrooms not adequate size to accommodate our class sizes. The building should be tested for mold and the lighting needs to be updated. We need education lab with desktop computers. More access to SmartBoards for our majors. The restrooms in the building are in disrepair constantly. Student meeting /work room in University Hall for Education majors. Tutorial lab for majors to work with K-12 students is needed. Faculty offices that were better connected would encourage collaboration.
-

- Sports Center- needs a secretary, space for majors to meet and congregate, conference space, and an exercise physiology laboratory for teaching/research
-

- Resources to promote Department of Adolescent and Adult Learning graduate programs.
-

- From COE: I would love to have the computer lab updated for students to be able to see the SmartBoard from their seats without having to look over and/or around the computer monitor in front of them. If we had tables that allowed the monitors to be situated lower and still have the keyboard and mouse at an appropriate ergonomic level, it would greatly help the students. With the current situation, the bottom 3rd of anything on the SmartBoard is hidden from about half of the class. The SmartBoard can't be raised because then they would not be able to reach the top of it and use it as an interactive whiteboard. (If the board is raised, it really becomes a projection screen only.)

- In addition to the need for different heights of tables, it would be helpful if all of the chairs were adjustable (and at least the same type of chair) in the computer labs.
 - Updated restrooms would be great! It doesn't seem right that doors are barely hanging on the frames and that some of the restrooms in the building have a distinct "odor" to them!
-

- I believe we should have an area that provides accessibility to all COE students as a work space in UH. In my opinion, students in the COE should have a place where they can relax and interact with each other between classes.

- In addition, I would like to see an updated workroom/library/equipment checkout space for Education majors. They should have access to K-12 classroom resources and the ability to create materials for their own classrooms that is **easily accessible**, and not just stuck in an area with faculty offices.
-

- What are the possibilities of eventually creating a space to use for a tutoring lab for COE students to interact with local K12 students? This could be a special computer lab, as well as a hands-on space for K12 students. Maybe a large space with a few individual rooms that open into the shared space.

--What about planning for a K12/University Lab school? I know this is a completely different type of situation, but it's something worth investigating in terms of space planning.

- I believe COE Students and Faculty would benefit from having Faculty office spaces more connected to one another. Perhaps a "pod" like environment where different offices opened into one main space might increase the collaborative research possibilities.

Faculty Senate Bill: Space for Part-Time Faculty

We, duly elected senators of the faculty at Armstrong Atlantic State University, request that the President allot a space with computers, a printer, a copier and lockers for exclusive Part-Time Faculty use for those Part-Time Faculty members whose individual departments do not have the resources to provide such a space. Currently, there are some Part-Time Faculty members who do not have a space where they can meet with their students, use computers that are attached to printers, safely store students' papers during and between semesters, or meet with students for make-up tests. ~~A centrally located space, such as in the Learning Commons or the Student Union are recommended for consideration.~~

Report on Domestic Partner Benefits at Armstrong Atlantic State University

Faculty Welfare Committee

Spring 2014

Table of Contents

	Page Number(s)
1. Introduction.....	3-4
2. Domestic Partners Benefits Bill as presented to Faculty Senate on October 21 st 2013....	5
3. Background on Bill and chronological list of the steps taken to address the points raised by President Bleicken about Bill FSB2013102103	6-10
4. Survey and outcomes of a survey about domestic partner benefits	11-15
5. List of references used to prepare the bill and that were consulted as part of the research task.....	16-17
Appendix 1 Minutes of the Faculty Welfare Committee meetings Fall 2013-2014.....	18-34
Appendix 2 Earlier versions (Drafts II-IV) of Domestic Partners Benefits Bill.....	35-37

Introduction

During the beginning of Fall 2013, the Faculty Senate delivered the following charge to the Faculty Welfare committee: “Develop a bill/resolution for plus one benefits—see UGA or GA Tech models.” At the time, the committee elected a Chair and has met a total of five times during Fall 2013, and three times during Spring 2014. Although other charges have been dealt with over the course of this year, the committee has dedicated good part of its efforts towards the domestic partners benefits charge (or also referred to as “plus one benefits”).

The committee considers that making health benefits available to domestic partners is directly related to the issue of salary/compensation that is of great concern currently to the Armstrong faculty and staff. At present, in USG universities and colleges, health insurance coverage is not offered to domestic partners because such coverage is partially funded with State dollars and the State of Georgia does not recognize domestic partners as dependents. Given the current laws, the Committee sought an alternative source of funding to make health coverage benefits available to domestic partners of full-time faculty and staff at Armstrong. One alternative is to work with the Office of Advancement to either use Armstrong Foundation funds to cover such benefits or to create a fund for this purpose.

Historically, compensation has been a charge delivered to the Faculty Welfare committee, and because during Fall 2013 a salary study was underway, we decided to focus on this particular charge as a part of compensation. In addition to faculty compensation issues, this charge is in line with the value and respect of diversity that is part of Armstrong’s mission. As supported by many members of the Armstrong community and by the literature reviewed, this charge is also directly related to recruitment and retention of both faculty and staff. While working on this charge and in our collaboration with Rebecca Carroll, Director of Human Resources, we learned that voluntary benefits would become extendable to domestic partners in all USG institutions as of January 1, 2014. The committee took this as a positive sign and as an indicator of things moving in the right direction for health benefits to become available now partners. We believe that this climate of change and collaboration can generate a positive change at Armstrong.

Since Fall 2013, along with other charges, the Faculty Welfare committee has:

- Researched the issue of benefits to domestic partners within the University System of Georgia (USG) and other universities in the United states; this has entailed consulting plans of other universities to extend benefits to domestic partners, and reviewing the pertinent peer-reviewed literature on this topic,
- Met with representative members of the Armstrong community about the importance of this issue and brainstormed about ideas on how to extend benefits to domestic partners at Armstrong,
- Presented one bill to the Faculty Senate ([FSB2013102103](#)),
- Addressed the points raised by President Bleicken about the bill,
- As part of addressing these points, the committee has created and administered a survey to address some of the points raised about this bill during Fall 2013.

Although the issue of domestic partner benefits had been dealt with by this committee in the past, this is the first time that a bill on this issue was presented to the Faculty Senate at Armstrong. To compile and show the work that the Faculty Welfare has dedicated to this charge, we have prepared this report.

This charge has involved the collaboration of the Office of Human Resources, Office of Advancement, Office of the Provost, Office of Institutional Research and also the support of Armstrong's Gay Straight Alliance and Student Government Association. We also received guidance and support by Dr. Amy Heaston, Chief of Staff at Armstrong. We thank each of one of the individuals who have supported, collaborated, and provided advice in this process.

The Members of the Faculty Welfare (2013-2014) are:

Blackwell, Jane (Faculty Senate Liaison), Associate Professor, Graduate Faculty, Department of Nursing

Elcoro, Mirari (Chair), Assistant Professor, Department of Psychology

Grundstad-Hall, Emily, Assistant Professor of Music, Department of Art, Music & Theater

Hopkinson, Caroline (Secretary), Head of Archives & Special Collections, Lane Library

Logan, Brenda E., Associate Professor, Department of Adolescent & Adult Education

Roldan, Gracia, Assistant Professor of Spanish, Department of Languages, Literature, & Philosophy

Tuck, Linda, Assistant Professor, Department of Nursing

Wallace, Richard, Professor of Chemistry, Department of Chemistry & Physics

Domestic Partners Benefits Bill as presented to the Faculty Senate and as included in their Agenda for the meeting of October 21, 2013)- link to the corresponding Agenda :

http://www.armstrong.edu/images/faculty_senate/documents_2013-2014/FacultySenateAgendaforOctober212013.pdf

Domestic Partners Benefits Bill

Whereas Armstrong Atlantic State University embraces the values of inclusion and diversity: "we value and respect an environment of mutual trust and collegiality that builds an inclusive as well as a diverse community"¹, and

Whereas the administration of Armstrong recently highlighted the importance of the value of diversity during the Convocation of Fall 2013, and

Whereas the University System of Georgia Faculty Council resolved on February 25th, 2012 that, "In the interest of equity and in order to attract and retain all of the best qualified faculty and staff, the USGFC recommends that university system benefits be extended to domestic partners,"² and

Whereas as of January 1, 2014 all colleges and universities of the University System of Georgia will extend voluntary benefits such as vision, dental, and optional additional life insurance to domestic partners of employees who are benefits eligible³ and recently (February 15, 2013) the University of Georgia Council approved the Proposal for Implementation of Full Domestic Partner Benefits^{4,5}, and

Whereas full medical benefits are still not extended to domestic partners of employees of colleges and universities of the University System of Georgia because current State of Georgia law and policy prevent the use of state funds for persons not recognized as dependents,

The Faculty Senate requests that Armstrong Atlantic State University petitions to the University System of Georgia to allow institutional policy to include that corresponding employee portions be paid with foundation funds.

¹Armstrong Atlantic State University Catalog 2013-2014. Retrieved from:
http://www.armstrong.edu/images/academic_affairs/current_undergraduate_catalog.pdf

²University System of Georgia Faculty Council Meeting, February 25, 2012. Retrieved from:
http://www.usg.edu/faculty_council/documents/resolutions/USGFC_Resolutions_-_Feb_25.pdf

³University of Georgia, Proposal for Implementation of Full Domestic Partner Benefits August 2012, Retrieved from: <https://apps.reg.uga.edu/UniversityCouncil/publicCommitteeMeeting/showAgenda/105>

⁴UGA Council Approves domestic partner benefits for employees, The Red and Black. Retrieved from:
http://m.redandblack.com/news/uga-council-approves-domestic-partner-benefits-for-employees/article_726d9efa-08e5-11e2-b0b5-001a4bcf6878.html?mode=qgm

⁵UGA committee approves domestic partner benefits. The GA Voice. Retrieved from:
<http://www.thegavoice.com/news/georgia-news/5200-uga-committee-approves-domestic-partner-benefits-next-vote-set-for-sept-27>

Background on Bill and Chronological list of the steps taken to address the points raised by President Bleicken about Bill [FSB2013102103](#)

Presentation/Introduction/Background/Rationale for Domestic Partners Benefits Bill to the Faculty Senate Meeting, October 21, 2013

The rationale is spelled out in the bill but it can be summarized in two points: (1) currently domestic partners are not considered as dependents following GA State law, as thus cannot receive full health benefits at Armstrong and at any of the USG colleges and universities, (2) we, at Armstrong, value inclusion and diversity and will work to fully attain these values despite any challenges.

The committee was charged with the issue of extending benefits to domestic partners early this Fall. This is not a new issue or charge though. The committee conducted research on this matter that first focused on initiatives within the USG, but that also extended beyond the State of GA. The committee also has worked in collaboration with Rebecca Carroll, Director of Human Resources at Armstrong in researching this issue and drafting this bill. The committee also started a conversation with the Office of Advancement about this matter. We are aware that this request doesn't come without challenges. We know that there is more work ahead. The purpose of this bill, as we see it, is (1) to reinforce the importance of inclusion and diversity at Armstrong, (2) to update our community about recent changes such as the extension of voluntary benefits to domestic partners in all colleges and universities of the USG, and (3) **to commence and strengthen the collaborative work between employees at Armstrong in this endeavor**. We are not alone with this request given that institutions within the USG are facing the same challenges. They also, UGA, KSU, to name a few, have served as models in drafting this bill. To conclude, continued collaboration within Armstrong and between other institutions within the USG will be crucial to maintain our values of inclusion and diversity.

Prepared and Read by Mirari Elcoro, PhD. Assistant Professor of Psychology and Chair of the Faculty Welfare Committee at Armstrong on October 21, 2013.

Response to the Bill from Dr. Bleicken (extracted from Minutes from the Faculty Senate from November 18, 2013)- link to the corresponding Minutes:

http://www.armstrong.edu/images/faculty_senate/documents_2013-2014/FacultySenateMinutesforNovember182013.pdf

2. Regarding [FSB-2013-10-21-03](#): Domestic Partners Benefits Bill
 - i. Believes strongly in the importance of partner benefits for all. However, cannot approve bill until consultation and approval of the Armstrong Foundation Board occurs. The University System of Georgia would then be petitioned to approve the bill.
 - ii. Secondly, the cost to extend benefits to domestic partners needs to be determined.
 - iii. Thirdly, foundation funds are often restricted for specific uses by donors (e.g, specific departments, scholarships, etc).
 - iv. Finally, the University of Ga Foundation did not ultimately approve the domestic partners benefits proposal since it “did not fit their mission”.
3. We should continue to try to have conversations before bills are sent up to find common ground and improve the likelihood of bills being approved.

Follow-up to address the points presented above to redraft the bill

- Meeting with Bill Baird, President of Faculty Senate after the 11-18-2014 faculty Senate meeting –Early Spring
 - Guidance to address the points raised in 11-18-2014
 - Suggested people to contact to answer the question of cost and additional people to provide support to this charge and guidance as to how to answer the questions raised and how redraft the bill
- Meeting with Rebecca Carroll 1-23-2014
 - Provided individual cost and estimate based on number of people who enrolled for voluntary benefits for domestic partners in Spring 2014- information related to 2.ii, from Minutes of Faculty Senate meeting 11-18-2014
- Meeting with the Faculty Welfare Committee – 01-24-2014
 - Update and ideas, announced meetings to follow up on this charge to invite members to participate
- Phone conversation with Ella Howard 2/4/2014
 - GSA involvement/support
- Meeting with Bill Kelso and Rick Matthews (Office of Advancement) 2-5-2014
 - Update on the bill, checked point 2.iii and 2. iv.
 - The mission of the Foundation as presented on the Armstrong website is: “The foundation’s purpose is to acquire and administer funds and gifts for the support of the university and its programs”. Both Kelso and Matthews agreed that this mission, as

stated, is compatible with this charge (this is an issue of employee welfare, retention, and recruitment).

- Discussed possibilities of benefits being potentially covered by the Foundation (cost still needs to be determined) and also the possibility of creating a fund specifically for this.
- The Office of Advancement will explore potential grants/donors for this purpose.
- Rick Matthew sent an email communication to Lee Davies to:

“(...) see if there are any issues or concerns from your perspective of the foundation being the financial conduit for these benefits. Although the foundation exist to help pay for things the state can't / won't pay for, are there any legal reasons why an institutionally related foundation wouldn't be allowed to be the conduit for domestic partner benefits? From reading the article it appears there may not be clear guidance from the state, but any and all assistance is appreciated.” (from email written by Rick Matthews to Lee Davies- 02-07-2014.

- Mirari will draft a survey to obtain an estimate number of people who would take advantage of domestic partners health benefits at Armstrong (to estimate the cost)
 - Mirari will conduct research to gather literature that supports that domestic partner benefits are part of faculty and staff recruitment and retention
- Meeting with student representatives of Gay Straight Alliance(GSA) at AASU 2-10-2014
 - They will communicate to the Student Government Association about this
 - They support this initiative
 - Drafted a survey to obtain an estimate of how many people would take advantage of extending health benefits to domestic partners. This survey is currently under review of Rebecca Carroll. I will share the survey with the people involved in this process to get their feedback.
 - Meeting with Amy Heaston, 2-27-2014, Emily Grundstad-Hall attended this meeting
 - Review the background an work done thus far
 - Questions to Advancement: If use of unrestricted funds involves going to the BOR? If a fund is created, would it have to go to the BOR?
 - Announce availability of survey with Faculty Senate and Staff Council
 - Contact Laura Mills to review survey
 - Think about the message and email subject that captures everyone's responses
 - To redraft bill: think about what we want to achieve? There may be multiple steps. We will share the bill with Amy and Dr. Bleicken before presenting it at the Senate meeting
 - Amy Heaston will update Dr. Bleicken on the process to review the bill
 - Meeting with Faculty Welfare Committee 2-28-2014
 - Updates on meetings regarding the Domestic Partners charge
 - Feedback on survey for Domestic Partner Benefits
 - See minutes for this meeting

- Meeting with SGA and GSA, 02-28-2014, Tybee Room 11:30 a.m.
 - Described the charge, shared draft of survey and asked for their support
 - Discussed how this matters to students and how their involvement is important
 - Shared relevant documentation with both student associations

- Phone conversation with Rick Matthews 3-3-2014
 - Reply from Lee Davis –Not an official response from him (see email above)-We need to confirm with HR that this could be done with Blue Cross Blue Shield or try to find an alternative vendor
 - Wording of survey; to clarify the role of Advancement (collaborator, not heading the initiative)
 - Asked the two questions (from Amy Heaston’s meeting, see above, question to ask Advancement), the answer is NO.

- Meeting with Staff Advisory Council 3-6-2014, 9:00 a.m.
 - Presented the initiative and announced that the survey will be coming soon; answered questions about this
 - Rick Matthews restated that the Office of Human Resources and the Office of Advancement have been collaborating in this initiative

- Meeting with John Kraft 3-6-2014 (Office of the Provost) 3:30 p.m.
 - Presented the initiative, shared the survey, and asked for support from the Office of the Provost
 - Received feedback for survey (shorten text, could all be on one page)
 - Suggested sending the survey separately to Faculty (Subject of email: Faculty Welfare Committee: Health Benefits) and Staff (Staff Advisory Council: Health Benefits-will check with Rick Matthews to make sure this is OK)
 - There is support and John Kraft will get in touch with Mirari on the formal support for collaborating in this initiative

- Meeting with Laura Mills 3-6-2014 (Institutional Research-Survey) 4:00 p.m.
 - Laura Mills has already loaded the survey on to survey monkey
 - Adjusted some parts of the survey to ensure that we will get data need to estimate the cost of benefits
 - The opening text was shortened (it will be included on the email not the survey itself), and items reworded for accuracy, the definition of domestic partners should include a statement on marriage to clarify who domestic partner is
 - Because the Administrative Appraisal survey will be released March 10, 2014, and Spring break is from May 17-21, the best day to release this survey seems to be March 24

- Meeting with Laura Mills (Institutional Research-Survey) to finalize survey – 03-12-2014 4:00 p.m.
 - Reviewed survey
 - Survey will be released March 24, 2014 for two weeks. Every week a reminder will be sent
- Meeting with faculty Welfare Committee, Friday April 4, 2014
 - Reviewed preliminary data of the survey (survey will be open until April 7, 2014 b/c responses are still coming in)
 - Shared ideas to redraft bill (Version VI)
 - Agreed to prepare a short report to share with Rebecca Carroll, Rick Matthews, the committee, Office of the Provost and the President
- Monday April 7, 2014
 - Obtained final results from survey; calculate cost (verify that Blue Cross Blue Shield could do this, if not, explore other vendors)
 - Shared results with Rick Matthews
- Will be Meeting with President Bleicken, date April 10, 2014 2:30-3:30 p.m.
 - To communicate how the points raised in the meeting of 11-18-2014 have been addressed to see if we are in the right direction
 - Rebecca Carroll and Emily Grundstad-Hall will attend this meeting
- Present redrafted Bill and/or Resolution to the Faculty Senate, April 21, 2014.

Survey

The survey was made available March 24, 2014 until April 7, 2014 via Human Resources Surveymonkey account. Laura Mills (Office of Institutional Research) was in charge of loading the questions into Surveymonkey and preparing the numerical and graphic analysis presented below. The survey was sent via email to all full-time faculty and staff. The email contained the following text:

To:
From: "human.resources@armstrong.edu via surveymonkey.com" <member@surveymonkey.com>
Subject: Health Benefits Interest Survey
Body: Dear Members of the Armstrong Community,

The Faculty Welfare Committee in collaboration with the Office of Human Resources, the Office of Advancement, the Office of the Provost, and with the support of Armstrong's Student Association Gay Straight Alliance, and the Student Government Association has prepared the following survey to collect necessary data regarding interest in domestic partner benefits. The results will be used to re-draft a bill previously presented to the Faculty Senate on October 21, 2013.

The purpose of this bill is to propose an alternative source of funding to make health coverage benefits available to domestic partners of full-time faculty and staff at Armstrong. Currently at USG universities and colleges, health insurance coverage is not offered to domestic partners because such coverage is partially funded with State dollars and the State of Georgia does not recognize domestic partners as dependents.

The data obtained from this survey will allow the Faculty Welfare Committee to obtain an estimate cost of these health benefits at Armstrong. To do this, we ask that all full-time faculty and staff at Armstrong complete this short survey (3-6 items). This survey will be available until April 4, 2014.

Thank you very much for your participation.

Here is a link to the survey:
<https://www.surveymonkey.com/s.aspx>

This link is uniquely tied to this survey and your email address. Please do not forward this message.

Thanks for your participation!

Please note: If you do not wish to receive further emails from Survey Monkey, please click the link below, and you will be automatically removed from all of their mailing lists.
<https://www.surveymonkey.com/optout.aspx>

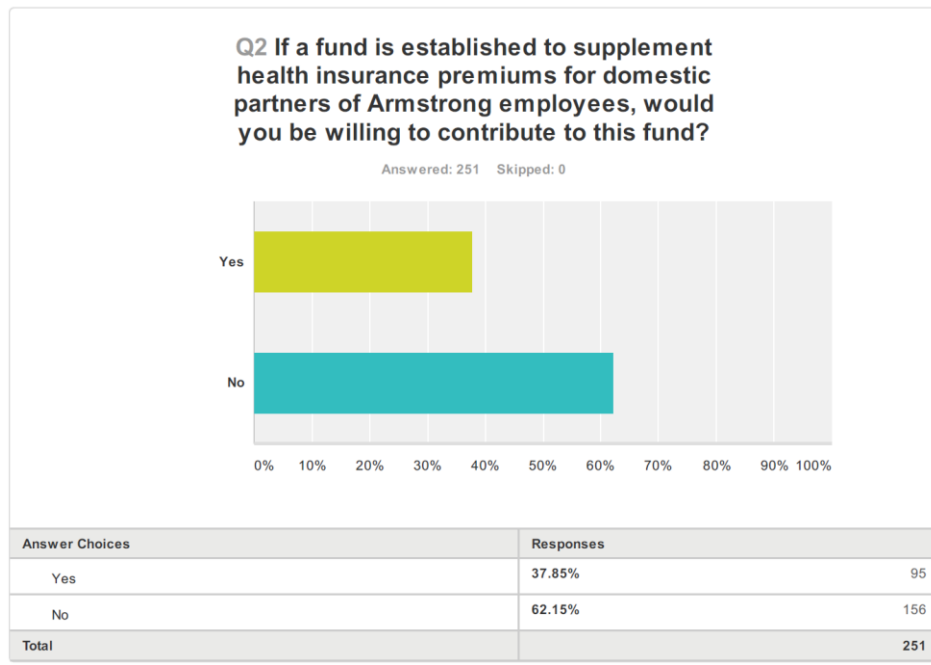
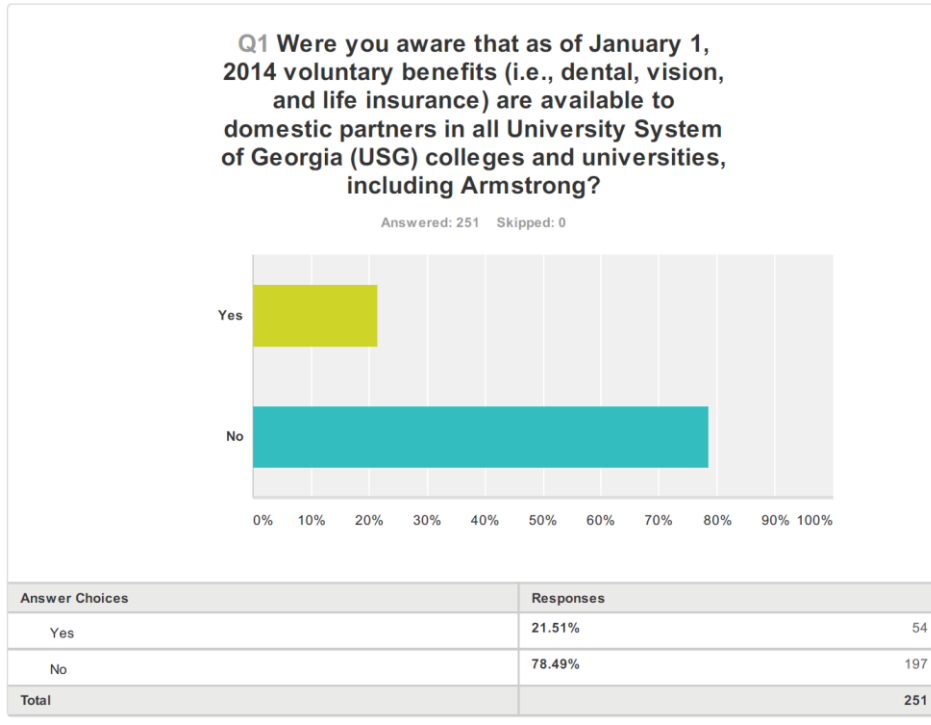
The items presented below were preceded by the following information:

As you prepare to answer the questions below, it is necessary to understand the following terms:

- Domestic Partner – is one of the same or opposite sex who resides with, is financially interdependent upon and shares the common necessities of life with their partner. The State of Georgia does not recognize domestic partners as dependents. A domestic partner is not legally married in the State of Georgia.
- Domestic Partner Voluntary Benefits – Domestic partner coverage is available on 100% employee paid voluntary benefit plans (dental, vision, Supplemental Life and AD&D) through separate insurance policies, not through the University System of Georgia (USG) voluntary benefits plans.
- USG Health Insurance Coverage – is provided to Armstrong employees and their dependents with 80% of insurance premiums paid with state funds.

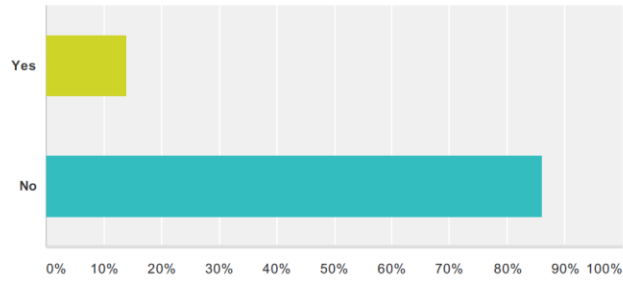
At USG colleges and universities, health insurance coverage is not offered to domestic partners. This is because employee health insurance premiums are partially funded with State dollars and the State of Georgia does not recognize domestic partners as dependents. Therefore, following other initiatives in Georgia, the Faculty Welfare Committee is investigating alternative funding sources and coverage for domestic partners. To accomplish this, we need to obtain an estimated number of Armstrong employees who would be interested in health insurance coverage for their domestic partner.

We thank you in advance for your time in completing this survey.



Q3 Do you currently have a domestic partner?

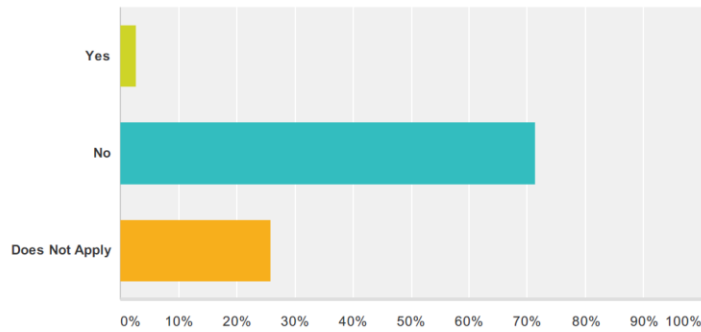
Answered: 251 Skipped: 0



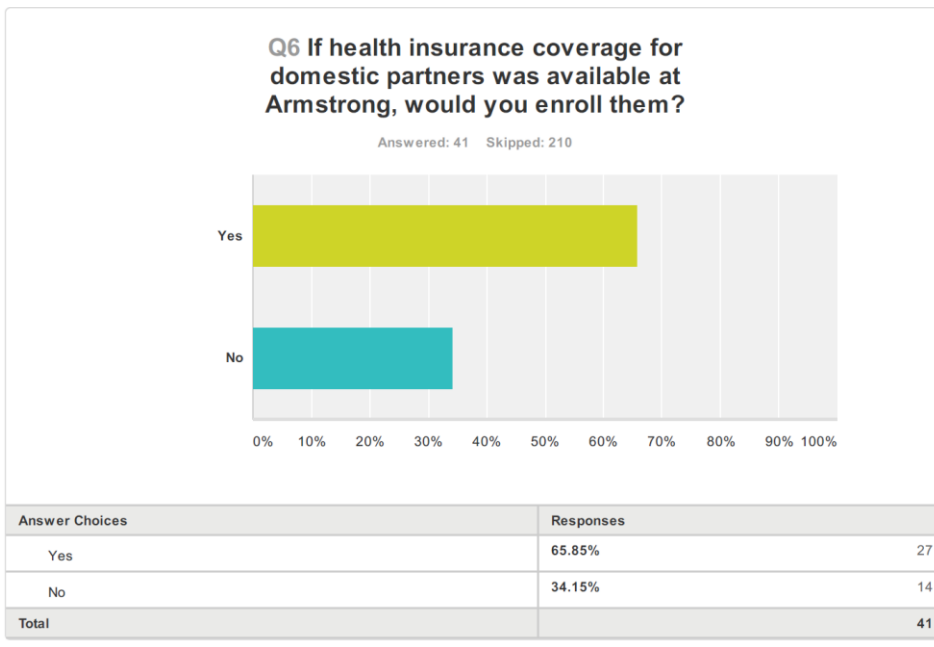
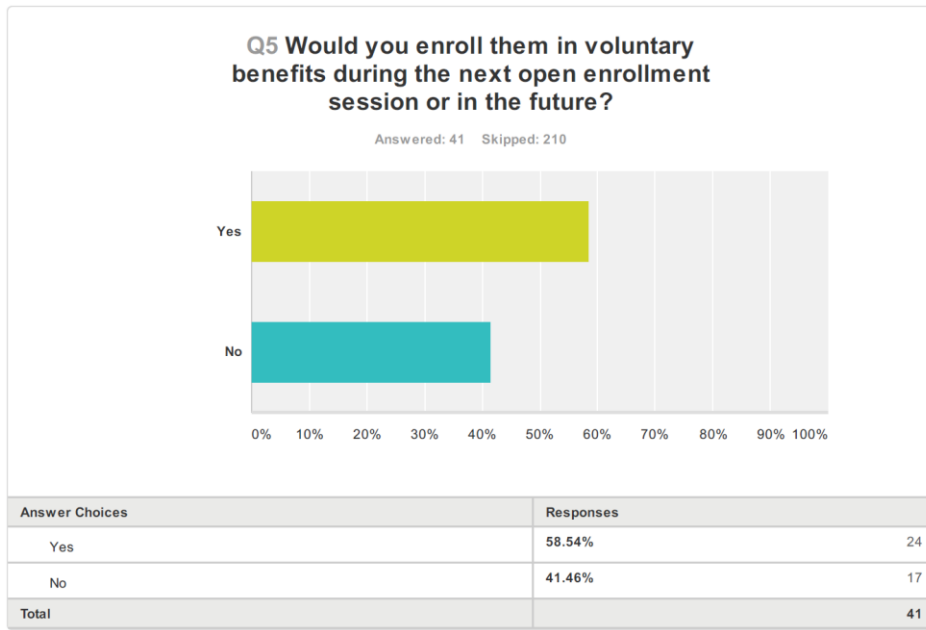
Answer Choices	Responses	
Yes	13.94%	35
No	86.06%	216
Total		251

Q4 Do you expect to have a domestic partner while working at Armstrong?

Answered: 216 Skipped: 35



Answer Choices	Responses	
Yes	2.78%	6
No	71.30%	154
Does Not Apply	25.93%	56
Total		216



Summary

A total of 251 people out of 607 responded the survey, a 41.35% response rate. The first item (Q1) of the survey was intended to inform the Armstrong community about the current possibility of extending voluntary benefits to domestic partners. As expected most people were not aware of this possibility, more specifically 197 out 251 (78.49%) did not know about this,

only 54 knew about this benefit (21.51%). It should be noted that prior to conducting this survey the committee thought that the number of people enrolling domestic partners to voluntary benefits right after January 1, 2014 could provide a number to guide the estimated cost. Such number was provided by the Office of Human Resources, and it was so low (three) that we thought possibly the number so low because not everyone knew about this opportunity.

The second item (Q2) was a contribution from the Office of Advancement; they were interested in knowing whether people would contribute to a fund, 37.85% would be able to contribute to such fund. One of the options to provide health benefits if funds from the Foundation are not available is to create a fund to cover domestic partner benefits.

The third item (Q3) answers the main question that the Faculty, 35 out 251 people have a domestic partner at Armstrong. Twenty four would enroll them in voluntary benefits, and 27 in health benefits.

The current cost for Blue Cross Blue Shields single HMO coverage is \$483 a month (\$341 covered by Armstrong, \$142 by employee). If we take the number of 27 (from Q6) and multiply it by \$341, we obtain \$9, 207. This is merely based on the results obtained; further estimates need to be calculated. It seems though that the amount needed is minimal. This is consistent with sources consulted that have shown that the amount needed to recruit, retain, and compensate employees with domestic partners would not represent a big expense to the university. It has been shown that losing and employee would tend to cost universities at least five times more than retaining them (Solomon, 2006).

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Appendix 1: Minutes of Meetings of Faculty Welfare Committee

Minutes

Link to Faculty Senate

http://www.armstrong.edu/Departments/faculty_senate/senate_minutes

Fall 2013

First

Faculty Welfare Committee

Minutes of Meeting on Wednesday August 7 2013, 2pm to 3pm in Gamble 118

Present: Emily Grundstad-Hall, Richard Wallace, Mirari Elcoro, Brenda Logan, Linda Tuck, Gracia Roldan, Caroline Hopkinson, Jane Blackwell.

1. Beth Howells, VP of the Faculty Senate, stopped in to review the several charges given to the committee by the Senate (attachment to minutes). The charges arose from concerns raised by faculty, Beth reviewed each charge and answered questions for the group and left us to it.
2. Gracia Roldan , a committee member for 2 years previously, reported on the previous activities and processes of the Committee and the group discussed most of the charges in a general way.
3. The Committee agreed that this year Mirari Elcoro will chair the committee and Caroline Hopkinson will be secretary.
4. We discussed four of the charges (faculty workload statement, Plus One benefits, APAR revisions, and salary issues) in more depth and narrowed our focus to Plus one benefits and salary issues.
5. We also discussed evaluation of faculty, both Eface and the idea of using peer review as an evaluation of teaching. The group decided the Eface issues had been addressed by this Committee and the peer review of teaching was being implemented in the Colleges.
6. So, by consensus, our next steps are to gather data on the Plus One benefits issue and the salary issue with an aim to create a bill or resolution on these topics. Mirari Elcoro will gather some information sources on Plus One benefits, including what is happening at UGA and Georgia State. Jane Blackwell, as the Committee's Senate liaison, will ask the Senate for any data or information available on faculty salaries. Committee members may want to informally gather colleagues' views and experiences with these issues.
7. The plan is to share data gathered with Committee and meet in one month to discuss what we've learned and decide on next steps in course of action. Mirari Elcoro will send a Doodle poll to establish a day time and if any committee members are not able to make the meeting she will follow up with them.

Attachment: Faculty Welfare Charges, members and bylaws received 8/7/2013

Faculty Welfare -Gamble 118

Faculty Welfare

Charges for 2013-2014:

1. Elect a chair.
2. Review bylaws and consider revisions or any potential combinations with other committees to streamline Senate Committee structure.
3. Brainstorm on potential charges for the 2013-2014 year.
4. Develop a bill/resolution or recommendation for faculty workload statement
5. Develop a bill/resolution for plus one benefits—see UGA or GA Tech models.
6. Develop a bill/resolution for APARs or APAR revisions.
7. Consider strategies for arguing for raises or incentives in the absence of salary increases. Is an examination of administrative salaries or bloat in order?
8. In her Budget presentation, Dr. Bleicken discussed “retention of high-performing faculty” as a priority? How will that be operationalized?

The committee shall be composed of nine faculty members, with two from the College of Liberal Arts, two from the College of Science and Technology, two from the College of Education, two from the College of Health Professions, and one from the Library. At least one member must hold graduate faculty status.

<u>FACULTY</u>	<u>Yrs served (including 13- 14)</u>	<u>College</u>	<u>DEPT</u>
Grundstad-Hall, Emily	1	CLA	AMT
Wallace, Richard	1	CST	CHEM
Elcoro, Mirari	1	CST	PSYC
Logan, Brenda	1	COE	AAED
Whitford, Ellen	3	COE	AAED
Tuck, Linda	1	CHP	NURS
Roldan, Gracia	1	CLA	LLP
Hopkinson, Caroline	1	--	LIBR
Blackwell, Jane	1	CHP	NURS (Senate liaison)

Mission

The Faculty Welfare Committee will protect the welfare of the faculty and promote a sense of faculty community.

Duties

The committee shall consider issues and proposals related to faculty welfare including all matters relevant to faculty conditions of employment. The committee shall be involved in issues of policy and shall not consider individual cases. The committee shall make recommendations to the Senate for either information purposes or for action. The committee will make recommendations to the Senate concerning faculty evaluation policies and procedures after receiving reports from its Evaluation Subcommittee. The committee may promote various intellectual, educational and social activities that foster a sense of the faculty community.

Meetings

The committee shall meet three times per academic year or more as needed. The committee will determine meeting dates and times to be posted on the senate website.

Reports

Upon approval, the minutes of each Faculty Welfare Committee meeting will be submitted to the Secretary of the Faculty Senate. Furthermore, an annual summary report shall be submitted at the end of each academic year by the chair of the committee.

Membership

The committee shall be composed of nine faculty members, with two from the College of Liberal Arts, two from the College of Science and Technology, two from the College of Education, two from the College of Health Professions, and one from the Library. At least one member must hold graduate faculty status.

Approved December 2008

Submitted by Caroline Hopkinson, 8/8/2013.

Second:

Faculty Welfare Committee

Minutes of Meeting on Friday August 16th noon to 1pp in Science Center 204

Present: Emily Grundstad-Hall, Mirari Elcoro (Chair), Brenda Logan, Linda Tuck, Gracia Roldan, Caroline Hopkinson. John Kraft (guest)

1. Dr. Kraft provided background on academic leave and reviewed a handout which compared wording of current policy and proposed changes. Changes were needed because the language of the existing

policy was vague. They were also needed quickly because Academic Affairs is now able to grant academic leave and can begin soliciting requests with this clear and up-to-date process.

2. One major change is that the activity for academic leave is professional development in a broader sense; a move away from a focus on research only, and requirements/expectations for publication based on the research. The committee generally approved of this shift, although some mentioned a need to make sure that the results of the research leave were substantial, more than an oral report, even if publication was not specified. This need for rigor/substance will be addressed in a rubric created to evaluate requests for leave.

3. Another change is that academic leave will be limited to tenured professors. The librarian in the group pointed out that this excludes the small group of employees who hold faculty status (e.g., librarians, advisors) and who are not on tenure-track. Some have been at Armstrong for a long time (even more than six years) and deserve consideration for academic leave; they certainly could take advantage of this opportunity for professional development. After some discussion and trying to think of a way to modify the policy to include these exceptions, we concluded that the policy needs a mechanism for exceptions or an appeals process for exceptions. Such exceptions might be worked into other parts of the faculty handbook, so as to avoid confusion.

4. The group discussed whether this and other policies from the Faculty Handbook needed approval. This policy was submitted for review, buy-in and input rather than for approval.

Meeting concluded at 1p.m

Submitted by Caroline Hopkinson

Third:

Faculty Welfare Committee

Minutes of Meeting on Wednesday September 11th 2013, 2pm to 3pm in Science Center 207

Present: Emily Grundstad-Hall, Mirari Elcoro (Chair), Brenda Logan, Gracia Roldan, Caroline Hopkinson (Sec.), Jane Blackwell (Senate Rep).

1. Chair reviewed the agenda, three charges: Faculty salaries, Domestic Partner benefits and committee consolidation.
2. Discussed the New Administrative Positions Freeze Bill proposed by the Language Literature and Philosophy Dept. We decided that since the faculty salary study issue is being brought forward by others who are doing a very good job at it, we would use this bill as a model to address our other charge.
3. Discussed bill to call for "Plus one" or domestic partner benefits at Armstrong. Reviewed the excellent proposal made by UGA's University Council and the USG Faculty Counsel's resolution. Decided

to ask for full benefits (rather than “soft benefits”) since the retention of faculty is at stake. The chair of the committee offered to draft a bill, speak to Rebecca Carroll, director of HR to start a conversation about matter, get HR’s input, hopefully support, and communicate with Parliamentarian Clifford Padgett about writing a good bill. At the next meeting of the Committee we’ll review a draft of the Bill with a view to presenting it to Senate leadership in October.

4. We discussed ways to examine overlap/alignment of committees, in line with the charge on consolidation of committees. It would seem from the names that there is some overlap between “Faculty Welfare” and “Faculty Development” but would need to investigate to determine overlap. Reviewing minutes to find out if we are distributing our efforts effectively as committees was one alternative discussed. Before assigning tasks to a subcommittee or members of the faculty welfare committee, the chair of this committee will find out if another group (the Committee on Committees?) already has this charge. Also, Faculty Welfare received a number of charges this year, so a busy committee, meeting often and makes imagining consolidation more difficult. It might be better to look at committees with lesser number of charges for consolidation.

Meeting ended at 3pm.

Next meeting : Monday October 14, 2013 at 1:30 p.m. in Science Center 207

Submitted by Caroline Hopkinson

Fourth:

Faculty Welfare Committee

Minutes of Meeting on Monday October 14, 1:30 p.m. -2:40 p.m. in Science Center 207

Members Present: Emily Grundstad-Hall, Mirari Elcoro (Chair), Brenda Logan, Linda Tuck, Gracia Roldan, Caroline Hopkinson (Sec).

Absent: Richard Wallace, Jane Blackwell.

Guests: John Kraft, David Wheeler

The agenda for this meeting included three items: (1) discussion of AFE addendum, (2) finalizing the Domestic Partners Benefits Bill (draft 4) to be presented at the next Senate meeting (Oct., 21, 2013) and (3) discussion on the proposal for committee consolidation.

1. AFE Addendum:

- a. Dr. Kraft provided a background on the proposal for amending the Annual Faculty Evaluation (AFE) form. Basically the idea is to include a checklist in this form (Appendix 1, shows the proposed form, pp. 3-4) as the one below:
- b.

IF ON TENURE TRACK please indicate progress below. For categories other than “Satisfactory,” please address areas where improvement is needed, including a plan for correction on a separate sheet.

Satisfactory

Satisfactory
w/Recommendations

Improvement
Needed

Unsatisfactory

“The motivation for prompting these categorical responses was to better inform faculty on tenure-track through clear communication from the dept head and dean. In most cases, administrator narratives are sufficient to properly inform faculty, but every once in a while we run into cases where administrators claim that proper notice was given in AFEs, but the faculty didn't see it that way. In cases that lead to separation from the university everyone is unhappy -- especially the faculty member. In part, I think the discrepancies are due to administrators trying to be supportive and encouraging of those who are not performing well enough and faculty see those comments as evidence of satisfactory progress.

The categorical responses are an attempt to communicate progress more clearly” (Dr. Kraft's email communication, Sept. 24, 2013)

- c. This was presented at the Academic Affairs Council and now it has been charged from the Faculty Senate to Faculty Welfare
- d. Dr. Wheeler expressed his position on this addendum and highlighted that the proposed change is more along a change in policy. He raised the following concerns such as the fact that progress toward tenure is a cumulative process, thus it cannot be placed in the AFE, which contains an annual evaluation. Also, the progress toward tenure is not solely evaluated by the Chair (who would be required to fill this checklist), but by a group of people. Alternatives to the checklist could be to make the narrative that accompanies the AFE clear and include a reflection about progress toward tenure. Also, to improve the clarity of this narrative, training in this particular aspect of the narrative could be offered to department heads
- e. Other members of the committee brought up concerns and questions from their departments. An additional concern was that the checklist could be used as a “shortcut” that may compromise the evaluation process. Also, some raised the issue that the categories may not be quite clear (e.g., what is the difference between categories? In the discussion it felt like sometimes the categories were not mutually exclusive). Dr. Kraft replied that the categories are meant to be a continuum. The possibility of revising the categories was brought up.
- f. The committee agrees with the motivation for improving clarity and protecting faculty members and the university as a whole, and also to improve communication between faculty and administrators, but maybe the checklist may not be a solution for this due to the concerns (cons) listed above. There are pros and cons for making this change.
- g. Dr. Kraft encouraged the committee/the Senate to suggest other modifications that would more effectively accomplish the goal, which is to make faculty members as clear as possible about their progress toward tenure.
- h. Dr. Kraft, Dr. Wheeler, and Dr. Roldan left the meeting after the discussion of this first item was concluded.

2. Domestic Partners Bill

- a. The fourth draft of the bill was shared with the committee. The Chair updated the committee on the meeting with the Director of Human Resources (HR), Rebecca Carroll on October 3, 2013 at 11:30 a.m. about the current situation of Domestic Partners Benefits in the USG. In this meeting the Chair learned that as of January 1, 2014 all universities and colleges of the USG will extend voluntary benefits to domestic partners. The bill was adjusted to include this. Also, HR supports the bill and is seeking collaborations in this and other matters with Faculty Welfare Committee. The committee will continue to communicate and collaborate with HR and will seek contact with the Office of Advancement and the Staff Advisory Council to further discuss the possibility of extending health benefits to domestic partners. The idea is to pursue extending health benefits to domestic partners without the use of State funds.
- b. The bill was slightly edited (Appendix 2, Draft V, p. 5) and the committee agreed to present it during the next Faculty Senate meeting (Oct. 21, 2014)

3. Committee Consolidation Proposal

- a. The time to discuss this item was considerably shorter than what was dedicated to the previous two items, so it will continue to be discussed during our next meeting
- b. In general, the committee agrees with the proposal, but still would like to have more clarity about the responsibilities of each committee, in particular the Faculty Welfare Committee
- c. Prior to this meeting there were a few electronic communications between the Chair of this committee and the President of the Senate with specific questions about this proposal. The answers to these questions were discussed in the meeting (see Appendix 3 for email communications and questions from the committee, p. 6)

We discussed meeting again in early November at a date to be determined and adjourned at about 2:30 p.m.

Appendix 1. Proposed AFE form.

Armstrong Atlantic State University Annual Faculty Evaluation

Faculty Member's Name:	_____	
Faculty Member's Rank:	_____	Years at Rank as of December: _____
Department:	_____	
Evaluation Period from:	_____	to: _____
IF ON TENURE TRACK:	Years on track as of December:	Probationary credits toward tenure:

To the Department Head:

Please evaluate this file on your official of the professor will be given a copy. You may find the form response to beation

filed in the base evaluation information access to your official attached APB must be in **NOTE: An updated copy of your CE**

teaching performance is rated either "outstanding" or "unsatisfactory," this narrative

acknowledges that a student. **Please address areas where improvement is needed, including a plan for correction.**

Faculty Signature: _____ Date: _____
 teaching performance, the department head should address whatever categories of teaching performance

are appropriate to the professor's discipline.

IF ON TENURE TRACK please indicate progress below. For categories other than "Satisfactory," **please address areas**

where improvement is needed, including a plan for correction on a separate sheet.

Satisfactory	Satisfactory	Improvement	Unsatisfactory
_____	_____ w/Recommendations	_____ Needed	_____

_____ Date copy provided to faculty member.

Dept. Head's Signature: _____ Title: _____

To the Dean: This area is for your comments. Attach additional sheet(s), if necessary.

IF ON TENURE TRACK please indicate progress below. For categories other than "Satisfactory," **please address areas**

where improvement is needed, including a plan for correction on a separate sheet.

Satisfactory	Satisfactory	Improvement	Unsatisfactory
_____	_____ w/Recommendations	_____ Needed	_____

_____ Date copy provided to faculty member.

Dean's Signature: _____ Title: _____

Appendix 2. Draft V October 15, 2013 by Faculty Welfare Committee

Domestic Partners Benefits Bill

Whereas Armstrong Atlantic State University embraces the values of inclusion and diversity: "we value and respect an environment of mutual trust and collegiality that builds an inclusive as well as a diverse community"¹, and

Whereas the administration of Armstrong recently highlighted the importance of the value of diversity during the Convocation of Fall 2013, and

Whereas the University System of Georgia Faculty Council resolved on February 25th, 2012 that, "In the interest of equity and in order to attract and retain all of the best qualified faculty and staff, the USGFC recommends that university system benefits be extended to domestic partners,"² and

Whereas as of January 1, 2014 all colleges and universities of the University System of Georgia will extend voluntary benefits such as vision, dental, and optional additional life insurance to domestic partners of employees who are benefits eligible³ and recently (February 15, 2013) the University of Georgia Council approved the Proposal for Implementation of Full Domestic Partner Benefits^{4,5}, and

Whereas full medical benefits are still not extended to domestic partners of employees of colleges and universities of the University System of Georgia because current State of Georgia law and policy prevent the use of state funds for persons not recognized as dependents,

The Faculty Senate requests that Armstrong Atlantic State University petitions to the University System of Georgia to allow institutional policy to include that corresponding employee portions be paid with foundation funds.

¹Armstrong Atlantic State University Catalog 2013-2014. Retrieved from:
http://www.armstrong.edu/images/academic_affairs/current_undergraduate_catalog.pdf

²University System of Georgia Faculty Council Meeting, February 25, 2012. Retrieved from:
http://www.usg.edu/faculty_council/documents/resolutions/USGFC_Resolutions_-_Feb_25.pdf

³University of Georgia, Proposal for Implementation of Full Domestic Partner Benefits August 2012, Retrieved from: <https://apps.reg.uga.edu/UniversityCouncil/publicCommitteeMeeting/showAgenda/105>

⁴UGA Council Approves domestic partner benefits for employees, The Red and Black. Retrieved from:
http://m.redandblack.com/news/uga-council-approves-domestic-partner-benefits-for-employees/article_726d9efa-08e5-11e2-b0b5-001a4bcf6878.html?mode=jqm

⁵UGA committee approves domestic partner benefits. The GA Voice. Retrieved from:
<http://www.thegavoice.com/news/georgia-news/5200-uga-committee-approves-domestic-partner-benefits-next-vote-set-for-sept-27>

Appendix 3. Email Communications from October 3, 2013.

Bill,

I have reviewed the document that outlines the committee changes and I have also shared that document with the members of the Faculty Welfare Committee. Below are some compiled comments and questions from the committee.

Overall there seems to be an agreement with the need for consolidation. There are though some concerns about adding responsibilities to the Faculty Welfare Committee. There are a few related questions below:

1. What duties of Research and Scholarship, exactly, will be added to Faculty Welfare?
2. To clarify: two members of Faculty Welfare will also serve on Faculty Development's committee? Is the rationale is to improve communications between the committees? Any other reasons?
3. Will Faculty Welfare have more committee members in this new arrangement? Should it have more members, if there is some increase in workload?
4. Who will choose members of Committees that are moved outside the Senate?

Thank you,

Mirari

Hi Mirari,

All of your questions are up for debate, really. For #4, I believe the director of the relevant program would choose the faculty members on the committee (i.e., Johnathan Roberts for Honors, Deborah Reese for Writing, etc.). I think the exception to that would be the two faculty welfare members that would be sent to the faculty development committee which would otherwise be chosen by Teresa Winterhalter. I think that would be for both improved communication and to maintain faculty involvement in that committee.

Of the ones we've discussed moving, Faculty Development is probably the one that I'd have some reservations about, just because the others don't necessarily impact the entire faculty but FD does.

I think a smaller number of larger committees would help get the work done; obviously, we wouldn't want to have the same total number of people as we do now, since part of this is to reduce the body count.

I'm not sure about your first question, so I'm copying Leigh on this to see if she has any additional insight. As I said, though, it's all negotiable at this point, and it's not an all-or-nothing choice.

Thanks,
Bill

Fifth:

Faculty Welfare Committee Wed 11/13, noon to 1pm Science Center

THERE WAS NO QUORUM

Present: Mirari Elcoro (Chair), Richard Wallace, Gracia Roldan and Caroline Hopkinson.

1. Discussed the request by the Senate to update and rewrite as a bill the 2011 resolution concerning part time faculty salaries. Decided to update the background information, especially statistics as possible and determine if the ad-hoc part time faculty salary study committee recommended in the resolution was formed/what they found. Caroline agreed to work on this task and share information found with other committee members. The Committee will meet to work on wording of bill in the new year.

2. Discussed recommendation to pass along to John Kraft and the faculty senate about AFE forms. The group recommended that the following measures to departments, in order to address the problem of faculty who are blindsided by results of their tenure review.

A. Department Heads enhance the attention paid to tenure progress by in the narrative portion of the AFE.

B. Department holds annual review by a committee of all tenured and tenure-track faculty that results in a joint statement of the committee regarding the faculty member's progress towards tenure during that year. The Statement includes some specifics, give the breakdown of the committee vote and can include "minority opinions" in the case of major disagreements. Although time-consuming, the group felt this would give substantial, appropriate, useful feedback to faculty members.

3. The group reviewed the committee consolidation proposal and generally accepts it contingent on resolving which research and scholarship duties will fall under Faculty Welfare and adjusting the membership of the committee to align with duties.

4. Discussed quorum and need to replace Ellen Whitford, who resigned from the committee early in the academic year with another rep from College of Education. Prof. Roldan will be on maternity leave next semester but can arrange to attend meetings.

Meeting ended at 1pm. Chair will communicate via e-mail about further developments.

Spring 2014

Sixth:

Faculty Welfare Committee Friday, January 24, 2014, noon to 1pm, Science Center Room 207

Present: Mirari Elcoro (Chair), Brenda Logan, Linda Tuck and Caroline Hopkinson (Secr). Absent: Emily Grundstad-Hall, Richard Wallace, Gracia Roldan and Jane Blackwell.

1. Mirari reviewed current status and plans for the Domestic Partners Bill which was passed by the Senate but not signed by the President. Mirari reported President Bleicken's reasons for not signing the Bill: she needed the approval of the Armstrong Foundation and the costs need to be determined. We discussed UGA's foundation's decision and found reason to hope Armstrong would prove to be the leader in this issue.

Going forward, Mirari plans to:

- Meet with Human Resources, Rebecca Carroll is very supportive of the Bill and can help work out costs and is willing to join committee chair's meeting with the President on this issue.
- Develop a survey of faculty; not just about what they think of the issue, but how this benefit would impact them, whether they would take advantage of it if offered. The survey would also serve to inform faculty about the possibility of domestic partner benefits.
- Mirari (and any from committee who can) will meet with Rick Mathews from Office of Advancement on Wed 1/29 at 3:30 in Science Center Room 207.
- Reach out to Gay Straight Alliance on campus, and Office of Multicultural Affairs for their input.
- Arrange to meet with the President, to present information gathered and discuss the issue before further senate action.
- Meet with Senate President about the Bill, further action.

2. Caroline presented her "homework" to update the data used in the 2011 Senate resolution concerning part time faculty. Phyllis Fulton of Academic Affairs easily produced the information we needed (and more!) about Armstrong salaries. We found that part time faculty salaries have not changed since the 2011 bill. The bill also quotes part time salaries at Georgia Southern for comparison; we could probably contact someone at Georgia Southern for that information.

But the purpose of the resolution is to form an ad hoc committee to do just that, compare part time salaries at Armstrong with other, local institutions to determine if Armstrong is competitive/fair. Also, address other issues/questions raised in the resolution: Are experienced part time faculty compensated fairly? Are part time faculty who teach larger classes? If not, how these issues could best be addressed. Recently other issues have been raised recently by part time faculty that an ad hoc committee could gather information and address.

So, assuming no such ad hoc committee was formed after this resolution in 2011, the group concluded that the next step is to reintroduce the resolution as bill. Caroline agreed to draft a rewrite of the resolution by next meeting.

3. Mirari reported on the Hardship Fund and the committee convened to make decisions about disbursement of the fund. A member of the Faculty Welfare committee will represent the faculty on this Hardship Fund committee. The Armstrong Foundation and Human Resources operate the fund, which is funded by donations.

The meeting ended at 1pm. Chair will communicate via e-mail about further developments.

The next meeting is tentatively scheduled for Friday February 29th at noon in Science Center 207.

Respectfully submitted,

Caroline Hopkinson, Secretary

Seventh:

Faculty Welfare Committee Friday 2/28/2014, noon to 1pm Science Center

Present: Mirari Elcoro (Chair), Jane Blackwell, Linda Tuck and Caroline Hopkinson.

Emily Grundstad-Hall, Brenda Logan , and Richard Wallace sent regrets of conflicts.

Gracia Roldan is on maternity leave.

1. Elcoro distributed minutes of the January 24, 2014 meeting for review. It was decided that the Hardship fund could be a model for the Domestic Partner's fund. The minutes had already been approved via e-mail and sent to the Senate. One missed correction: the date of next meeting should have been 2/28/2014. All minutes of the Committee are now posted on the Faculty Senate website: http://www.armstrong.edu/Departments/faculty_senate/senate_minutes

2. Elcoro updated the committee on her work addressing the feedback received on the domestic partners benefits bill. All her work is outlined in Supporting Materials for Domestic Partners Benefits, done for the meeting on 2/27/2014. The highlights are as follows:

Elcoro met with representatives from Office of Advancement. Bill Kelso and Rick Matthews confirmed that the actions of the domestic partner's bill are consistent with the mission of the Armstrong Foundation. This was good news. We still must ask Rick Mathews to review the bill. Matthews is having the bill reviewed to make sure the language meets legal requirements of the Advancement office, and how much funding would be required.

To get information on funding needed, Elcoro has a draft of a survey to be e-mailed (using survey monkey and from Human Resources) to all Armstrong employees. The survey will both inform us about domestic partnership benefits and get feedback on demand for domestic partner benefits at Armstrong.

Drafts of the survey were sent via e-mail to all Faculty Welfare committee members, Human Resources , the Advancement Office (Rick Matthews), John Kraft (Office of the Provost), Amy Heaston of the President's office, and the Student Government Association for review and feedback.

The committee discussed the survey and the importance of a good response rate. The committee approved reordering the questions, list first the two questions that apply on whether or not the employee has a domestic partner. The last two questions would apply only to those employees who currently had a domestic partner. We might also put keywords on salary/compensation in the subject line and mention that this survey is part of an innovative approach to seeking pay equity for Armstrong's faculty and staff.

The committee discussed a timeline for release of the survey and how that would fit with announcements in the Faculty Senate and Staff council. We need to send out the survey as soon as possible, with a view to getting a revised domestic partner's benefit bill to Faculty Senate before the end of the academic year.

2. Hopkinson presented a draft of the *Faculty Senate Bill to create a taskforce on Part Time Faculty Compensation*. A slightly revised version based on input from the committee's discussion, is attached. Please review this draft and provide edits, questions, and any other feedback via e-mail. Based on Committee's discussion/recommendation Caroline Hopkinson submitted the draft attached to the Provost's office via John Kraft to get their feedback.

3. Elcoro let us know that APAR's are changing and this may mean a potential charge from the Provost's Office and Faculty Senate. Stay tuned!

4. The meeting concluded shortly after 1p.m. Elcoro will be in touch about our next meeting.

Submitted by

Caroline Hopkinson, 2/28/2104

Eighth meeting (without appendices)

Faculty Welfare Committee Friday, April 4, 2014, noon to 1pm, Science Center, Room 207

Present: Mirari Elcoro (Chair), Brenda Logan, Emily Grundstad-Hall and Caroline Hopkinson (Secr). Absent: Linda Tuck, Richard Wallace, Gracia Roldan and Jane Blackwell.

1. Elcoro announced that *Faculty Senate Bill to create a taskforce on Part Time Faculty Compensation, 2014* passed the Faculty Senate, awaiting signature by President Bleicken. Bill as sent from Committee to Senate added as appendix 1, fyi.

2. Elcoro announced that Jane Blackwell, our liaison to the Senate, said that she could not meet on Fridays and was going to ask the Senate to send our committee a different Senate liaison next year.

3. Committee reviewed progress with Domestic Partners Benefits Bill:

Elcoro and Grundstad-Hall met with Amy Heaston at the end of February to formulate a plan to address Dr. Bleicken's concerns about the bill. They will be placed in appendix 2.

Enthusiastic support was received from Human Resources. Advancement was positive but more measured in their response/support, needed an estimate of need/cost for the benefits.

Survey of faculty & staff regarding awareness, willingness to contribute financially and most importantly, estimate of potential demand for/cost of domestic partner benefits. Laura Mills helped construct the survey, which was distributed via e-mail by Human Resources on March 24th, 2014. Preliminary results are that 37.5% of faculty/staff responded to the survey, 80% of respondents indicate they were NOT aware of the benefits currently available to domestic partners. On the question of how many would take advantage of the domestic partner health insurance benefits if available, the number of potential users (NOT percentage) was about 25-35.

The Office of the Provost and Student Government Association will endorse the Bill.

The next steps would be as follows: Elcoro will share survey information with Office of Advancement, a meeting with President Bleicken is scheduled for April 10th. Elcoro, Grundstad-Hall and Rebecca Carroll from Human Relations are planning to attend, all committee members are invited. We must send the bill to the Senate before April 21st meeting.

4. Committee discussed latest draft of bill, based on this draft:

The Bill (as presented to the Faculty Senate and as included in their Agenda for the meeting of October 21, 2013)- link to the corresponding Agenda :

http://www.armstrong.edu/images/faculty_senate/documents_2013-2014/FacultySenateAgendaforOctober212013.pdf

Domestic Partners Benefits Bill

Whereas Armstrong Atlantic State University embraces the values of inclusion and diversity: "we value and respect an environment of mutual trust and collegiality that builds an inclusive as well as a diverse community"¹, and

Whereas the administration of Armstrong recently highlighted the importance of the value of diversity during the Convocation of Fall 2013, and

Whereas the University System of Georgia Faculty Council resolved on February 25th, 2012 that, "In the interest of equity and in order to attract and retain all of the best qualified faculty and staff, the USGFC recommends that university system benefits be extended to domestic partners,"² and

Whereas as of January 1, 2014 all colleges and universities of the University System of Georgia will extend voluntary benefits such as vision, dental, and optional additional life insurance to domestic partners of employees who are benefits eligible³ and recently (February 15, 2013) the University of Georgia Council approved the Proposal for Implementation of Full Domestic Partner Benefits^{4,5}, and

Whereas full medical benefits are still not extended to domestic partners of employees of colleges and universities of the University System of Georgia because current State of Georgia law and policy prevent the use of state funds for persons not recognized as dependents,

The Faculty Senate requests that Armstrong Atlantic State University petitions to the University System of Georgia to allow institutional policy to include that corresponding employee portions be paid with foundation funds.

¹Armstrong Atlantic State University Catalog 2013-2014. Retrieved from: http://www.armstrong.edu/images/academic_affairs/current_undergraduate_catalog.pdf

²University System of Georgia Faculty Council Meeting, February 25, 2012. Retrieved from: http://www.usg.edu/faculty_council/documents/resolutions/USGFC_Resolutions_-_Feb_25.pdf

³University of Georgia, Proposal for Implementation of Full Domestic Partner Benefits August 2012, Retrieved from: <https://apps.reg.uga.edu/UniversityCouncil/publicCommitteeMeeting/showAgenda/105>

⁴UGA Council Approves domestic partner benefits for employees, The Red and Black. Retrieved from: http://m.redandblack.com/news/uga-council-approves-domestic-partner-benefits-for-employees/article_726d9efa-08e5-11e2-b0b5-001a4bcf6878.html?mode=jgm

⁵UGA committee approves domestic partner benefits. The GA Voice. Retrieved from: <http://www.thegavoice.com/news/georgia-news/5200-uga-committee-approves-domestic-partner-benefits-next-vote-set-for-sept-27>

The Committee decided to keep the first part of the Bill essentially the same and modify the last paragraph to reflect, hopefully, Advancement's funding and also Human Resources support. Elcoro will share a final draft of the bill with the Committee.

Committee discussed final format, how to present the Bill. Agreed to simple statement of the final version of the bill, but add background, such as endorsements, other supporting material, and gathered in a notebook.

5. Committee agreed to also put forward a resolution stating our support for extending health benefits to domestic partners, so the Senate has that option as well as the bill.

Meeting ended at 1pm.

Submitted by Caroline Hopkinson

Secretary for Faculty Welfare Committee

Appendix 2: Earlier drafts (II-IV) of the Bill

Bills

Draft II September 19, 2013 by Faculty Welfare Committee

Domestic Partners Benefits Bill

Whereas Armstrong Atlantic State University embraces the values of inclusion and diversity: "we value and respect an environment of mutual trust and collegiality that builds an inclusive as well as a diverse community"¹, and

Whereas the administration of Armstrong recently highlighted the importance of the value of diversity during the Convocation of Fall 2013, and

Whereas the University System of Georgia Faculty Council resolved on February 25th, 2012 that, "In the interest of equity and in order to attract and retain all of the best qualified faculty and staff, the USGFC recommends that university system benefits be extended to domestic partners,"² and

Whereas five out of 35 colleges and universities of the University System of Georgia have extended voluntary health benefits such as vision, dental, and optional additional life insurance to domestic partners of employees who are benefits eligible³ and recently (February 15, 2013) the University of Georgia Council approved the Proposal for Implementation of Full Domestic Partner Benefits^{4,5},

The Faculty Senate advises and strongly recommends that university system benefits be extended to domestic partners at Armstrong Atlantic State University.

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⁵UGA committee approves domestic partner benefits. The GA Voice. Retrieved from:
<http://www.thegavoice.com/news/georgia-news/5200-uga-committee-approves-domestic-partner-benefits-next-vote-set-for-sept-27>

Draft III September 20, 2013 by Faculty Welfare Committee

Domestic Partners Benefits Bill

Whereas Armstrong Atlantic State University embraces the values of inclusion and diversity: "we value and respect an environment of mutual trust and collegiality that builds an inclusive as well as a diverse community"¹, and

Whereas the administration of Armstrong recently highlighted the importance of the value of diversity during the Convocation of Fall 2013, and

Whereas the University System of Georgia Faculty Council resolved on February 25th, 2012 that, "In the interest of equity and in order to attract and retain all of the best qualified faculty and staff, the USGFC recommends that university system benefits be extended to domestic partners,"² and

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⁵UGA committee approves domestic partner benefits. The GA Voice. Retrieved from:

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Draft IV October 3, 2013 by Faculty Welfare Committee

Domestic Partners Benefits Bill

Whereas Armstrong Atlantic State University embraces the values of inclusion and diversity: "we value and respect an environment of mutual trust and collegiality that builds an inclusive as well as a diverse community"¹, and

Whereas the administration of Armstrong recently highlighted the importance of the value of diversity during the Convocation of Fall 2013, and

Whereas the University System of Georgia Faculty Council resolved on February 25th, 2012 that, "In the interest of equity and in order to attract and retain all of the best qualified faculty and staff, the USGFC recommends that university system benefits be extended to domestic partners,"² and

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Whereas full medical benefits are still not extended to domestic partners of employees of colleges and universities of the University System of Georgia because current State of Georgia law and policy prevent the use of state funds for persons not recognized as dependents,

The Faculty Senate requests that Armstrong Atlantic State University petitions to the University System of Georgia consideration to allow institutional policy to include that corresponding employee portions be paid with foundation funds.

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INDIRECTS April 21, 2014

The maximum federal indirect cost rate for Armstrong is 48% for on campus projects and 24.5% for off campus programs. The latter is defined as an effort where more than 50% effort is expended off campus—e.g., field work in Costa Rica. F&A Rates are developed under the requirements of the U.S. Office of Management and Budget Circular A-21, Cost Principles for Educational Institutions. The rates are calculated according to the F&A Cost Rate Agreement for Armstrong Atlantic State University and negotiated with our cognizant federal audit agency, the Department of Health and Human Services (DHHS), Division of Cost Allocation (DCA), Mid-Atlantic region

Comparisons with other USG Institutions (All figures from University websites 4/2014)

Institution	On-Campus Rate	Off-Campus Rate
Armstrong Atlantic State University	48%	24.50%
Clayton State University	35.3%	18.7%
Columbus State University	53%	26.5%
Fort Valley State University	45.4%	13.2%
Georgia College & State University	29%	13.6%
Georgia Southern University	40%	15%
Georgia Southwestern State University	46%	-
Georgia State University*	48%	26%
Kennesaw State University	34.6%	15.2%
Savannah State University	54%	22%
Southern Polytechnic State University	46.8%	-
Valdosta State University	50%	25.6%

*Rates vary for Instruction and Public Service

Academic Affairs Policy for Allocation and Use of Indirect Costs

Indirect costs from grants and contracts in Academic Affairs have an **initial allocation** of 20% to the Vice President for Business and Finance and 80% to the Vice President for Academic Affairs.

The funds designated for the VPAA will be allocated as follows:

- 15% to the Principal Investigator(s) of the Grant
- 10% to the Department of the Principal Investigator(s)
- 10% to the Office of Grants and Sponsored Research
- 25% to the Office of the Vice President for Academic Affairs
- 40% to the Dean of the College of the Principal Investigator

NOTE: If there is more than one Principal Investigator/Department/College, the funds will be divided proportionately.

Appropriate Uses of the Indirect Cost fund:

Indirect costs are distributed in Academic Affairs for the purposes of encouraging grant activities.

Appropriate activities include:

- scholarly publication or presentation of research resulting from grants;
- travel to present outcomes/findings of grants;
- support for pursuing additional external grant funding
- securing the services of a grant writer;
- attending RFP conferences/meetings
- purchases that will advance grants or grant writing activities
- professional development to support grant writing EVW 3/2009

Faculty Senate Bill: Promotion of Shared Governance

Whereas the stated core of Armstrong's mission is teaching and;

Whereas that action occurs between students and faculty and;

Whereas the faculty are the long-term citizens of the university community and are responsible for directing the teaching and research activities that draw the students to Armstrong and;

Whereas **all other** positions on campus, *essential as they may be to the effective functioning of the university*, are **in support of teaching and research** and;

Whereas there have been a number of administratively driven substantial changes made in the recent past that would have been received and quite possibly developed better had there been faculty input, the Faculty Senate requests that, for all current or future councils, task forces, search committees or other committees created by the President or any Vice President, the creator of such a body will allow the President of the Senate to appoint (or decline to appoint) a faculty representative to that body.