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Georgia Southern University Faculty Senate
March 7th, 2019

Executive Summary

For the meeting of the Faculty Senate on March 7th, 2019 the following actions were taken and discussions held. A full account of the meeting is available below.

The Senate accepted the minutes of the February 5th, 2019 Senate meeting, and the Librarians report including the minutes and actions from the General Education and Core Curriculum, Undergraduate*, and Graduate Committees (with those chairs or proxies reporting).

Robert Whitaker, Vice-President for Business and Finance delivered a presentation on the state of the university budget in the spirit of clarity and transparency. The presentation clarified information about enrollment trends, internal and external funding operations, and the budget redirection and reductions. Mr. Whitaker responded to questions on the presentation as well.**

The Senate discussed and acted on 3 motions: the proposed Tenure & Promotion Transitional Policy, an Update to section 317 in the Faculty Handbook, and an Update to section 218 in the Faculty Handbook. The Senate approved the Tenure & Promotion Transitional Policy with the caveat of a clarification of a sentence under the Workload Changes section. After considerable discussion, the Senate did not approve the motion to update section 317 relating to language for Course Evaluations in the Faculty Handbook. The Senate did approve the updates to section 218 relating to the university Textbook Policy to align with Board of Regents policy.

The Senate left the motion on Campus Announcement of Deceased Staff or Faculty Members tabled. The Faculty Welfare Committee will return to the Senate with a Request for Information on this item.

The Senate received updates and reports from President Shelley Nickel and Provost Carl Reiber. Items of particular note were the naming of the Parker College of Business, Student and Faculty Successes, Momentum Year Initiatives, and the ongoing cultural growth of the university in regards to Diversity and Inclusion.

The Senate Executive committee reported on one announcement and two Requests for Information: the Salary Study's Impact on Faculty Hiring, and the Budget Diversion. SEC chair, Dustin Anderson, announced the fixed scheduling of Senate Standing Committees effective for Fall 2019. Provost Reiber responded to both RFIs. The discussion stemming from the final RFI prompted the SEC chair to request a new Discussion Item on this be submitted for the April meeting.

The Senate adjourned at 6:15pm.

**In discussion of this report, an access issue was identified. That issue has been resolved, but all Senate members should check the CIM links in the Librarian's Report upon receipt of the April agenda.*

***This presentation will be made available to the university at large.*

**Georgia Southern University Faculty Senate
Minutes**

**March 7th, 2019
4:00-6:15pm**

Nessmith-Lane Ballroom

SSC Savannah Ballroom

847 Plant Dr, Statesboro, GA 30458

11935 Library Dr, Savannah, GA 31419

Voting members present: M. Rocio Alba-Flores (CEC), Peter Rogers (CEC), Anoop Desai (CEC), Hayden Wimmer (CEC), Jim Harris (CEC), Wayne Johnson (CEC), Dustin Anderson (CAH), Jared Sexton (CAH), Richard Flynn (CAH), Carol Jamison (CAH), Chris Cartright (CAH), Tony Morris (CAH), Jack Simmons (CAH), Amanda Konkle (CAH), Heidi Altman (CBSS), Ted Brimeyer (CBSS), Robert Pirro (CBSS), Meghan Dove (CBSS), Dennis Murphy (CBSS), Robert Jackson (PCOB), Chuck Harter (PCOB), Bill Wells (PCOB), Maliece Whatley (PCOB), Mete Akcaoglu (COE), Alisa Leckie (COE), Meca Williams-Johnson (COE), LindaAnn McCall (COE), Daniel Chapman (COE), Lucas Jensen (COE), Dragos Amarie (COSM), Ed Mondor (COSM), Shijun Zheng (COSM), Hans-Joerg Schanz (COSM), Jeffery Secrest (COSM), Sungkon Chang (COSM), Traci Ness (COSM), Donna Mullenax (COSM), Jennifer Zettler (COSM), Lori Gwinnett (LIB), Kristi Smith (LIB), Andrew Hansen (JPHCOPH), Helen Bland (JPHCOPH), Li Li (WCHP), Marian Tabi (WCHP), Christy Moore (WCHP), Katrina Embrey (WCHP), Gina Crabb (WCHP), Barbara Ross (LIBTY)

Alternate members present: Ann Fuller (LIB) [for Reist]*, Amanda Glaze (COE) [for Holt]*, Barbara Hendry (CBSS) [for Steirn]*, James LoBue (COSM)

Voting members not present: Jan Bradshaw (WCHP), Christopher Brown (CBSS), Robert Costomiris (CAH), Michelle Haberland (CAH), Patricia Holt (COE)*, Janice Steirn (CBSS)*, Kevin Jennings (CBSS), Drew Keane (CAH), Jennifer Kowalewski (CAH), Hsiang-Jui Kung (PCOB), Eric Landers (COE), Yi Lin (COSM), Lowell Mooney (PCOB), Dziyana Nazaruk (JPHCOPH), Marshall Ransom (COSM), Aimee Reist (LIB)*, Stephanie Sipe (PCOB), Chasen Smith (COSM), Jorge Suazo (CAH), James Todesca (CAH), TimMarie Williams (WCHP), Bill Yang (PCOB)

Administrators: Shelley C. Nickel (President), Carl Reiber (Provost and Vice President for Academic Affairs), Diana Cone (Vice Provost), Georj Lewis (Vice President for Student Affairs), Rob Whitaker (Vice President for Finance and Operations), Amy Ballagh (Vice President for Enrollment Management), Chris Curtis (Vice President for Armstrong and Liberty Campuses), Mohammad Davoud (Dean, AEP College of Engineering and Computing), Greg Evans (Dean, Jiann-Ping Hsu

College of Public Health), Delana Gajdoski-Nivens (Dean, College of Science and Mathematics), John Kraft (Interim Dean, College of Behavioral and Social Sciences)

Guests: Amy Smith (VPEM), Kelly Crosby (IARC), John Lester (M&SC), Michelle Cawthorne (COSM), Christine Bedare, Donna Brooks (VPAA), Ashley Walker (COGS), Candace Griffith (VPAA), Christine Ludowise (VPAA), Brenda Blackwell (CBSS), Laura Mills (Institutional Research)

I. CALL TO ORDER

Dustin Anderson (Senate President, CAH) called the meeting to order at 4:05 p.m.

II. APPROVAL OF AGENDA

Richard Flynn (CAH) made a motion to approve the agenda for the meeting. A second was made by Ted Brimeyer (CBSS). The motion to approve the agenda passed

III. APPROVAL OF THE MINUTES: February 5, 2019 – Carol Jamison (CAH), Senate Secretary, made a motion to approve the minutes. Richard Flynn (CAH) seconded. The motion to approve the minutes passed.

IV. LIBRARIAN'S REPORT: March 7, 2019 – Meca Williams-Johnson (COE), Senate Librarian, made a motion to approve the Librarian's Report. Richard Flynn (CAH) seconded. The motion passed.

A. General Education and Core Curriculum Committee – Michelle Cawthorn (COSM), Michelle Cawthorn (COSM) made a motion to accept the committee report. Richard Flynn (CAH) seconded the motion.

Report: Michelle Cawthorn (COSM) reported that the committee did not meet in January, but members are currently assessing norming reports. There was no further discussion.

B. Undergraduate Committee – Chris Cartright (CAH), Chair

Report: Chris Cartright (CAH) reported that this committee is conducting Comprehensive Program Reviews. They worked through over 100 curricular changes and will send forward a report to the Senate Librarian. They have established dates to reconvene in order to complete all tasks. Cartright asks that faculty include Learning and Program Outcomes with any curricular items brought forward. Because of the committee's need to reconvene, he asks the SEC to establish reconvention times when scheduling in the Fall, especially for curricular committees which have numerous items to consider.

Bob Jackson (PCOB) pointed out that links to courses in the Librarian's Report did not work. Chris Cartright agreed to check on this issue. Dustin Anderson (CAH) asks

that we notify him right away if we see issues such as this so they can be promptly remedied.

Motion: Chris Cartright (CAH) made a motion to approve this report. Meca Williams-Johnson (COE) seconded the motion. The motion passed.

c. Graduate Committee – Ashley Walker (COGS) reporting for Brandon Harris (WCHP), Chair

Report: Ashley Walker reported that the Graduate Committee meeting on January 24th opened with a report with reminders about Program Reviews and training sessions. The committee approved the following: one course revision in CBBS; one program revision in WCHP; three course revisions in CEC; two course deletions and six course revisions, and one program revision in CAH; four course revisions, ten new courses, five program revisions, and one new program.

Motion: Ashley Walker (COGS) made a motion to approve the report. Lori Gwinnett (LIB) seconded The motion passed.

Announcement: Dustin Anderson (CAH) preceded the Action Items with these comments: last week on his way to hold Senate hours in Savannah, he witnessed an accident where a car flipped. Given the severity of the accident, he was disturbed that no one else stopped to help in the 25 minutes it took for EMS to arrive. He said he asked his students the following day why they thought no one stopped. The students said people didn't know what to do, were panicked, or had somewhere else to be. Dustin urges us to be the kinds of people who stop and look for opportunities to help. He also noted that if we had a bus, fewer people would be making this commute. He urges us to take care when travelling.

V. ACTION ITEMS

a. **Motion - Tenure & Promotion Transitional Policy** – Helen Bland (JPHCOPH), Faculty Welfare Committee [for Jonathan Hilpert (COE), FWC, Chair] (agenda page 3)

Motion: Helen Bland made a motion to approve. Jim LoBue (COSM) second. Bill Wells (PCOB) offered a point of order saying that a motion is not required for discussion. Dustin Anderson (CAH) allowed the discussion to continue.

Helen Bland (JPHCOPH) presented this report as a member of the Welfare Committee. She reported that the committee had two problems to solve which surfaced after our last month's meeting: 1. major reviews and what they entail; 2. the sunset clause. The Committee made the following changes: insertion of the designation 'senior lecturer' where appropriate, and some friendly amendments that

were made this morning prior to the Senate meeting. The friendly amendments are as follows: in the section 'Evaluation Expectations' in the first paragraph, second sentence, the committee changed the wording to read "under when consolidation was made." They also added three words in parenthesis "(i.e., the pre-Consolidation guidelines)". These changes are relevant to all of the six major reviews covered in the policy. The entire sunset clause has been struck as it is no longer needed.

Barbara Hendry (CBSS) asked about the second paragraph under Evaluation Expectations: 'major reviews are defined as...' She was confused about the listing of requisite years compared to the presidential action memo, which says senior lecturer must have served for six years before being considered for promotion, as will principle lecturer. This document lists five years rather than six. Candace Griffith (Provost's Office) says six years is correct.

Report from Rob Whitaker

At this point, the Armstrong campus underwent a fire alarm and had to evacuate the building. Dustin Anderson (CAH) requested that Rob Whitaker (VPB&F) go through his presentation and that it could then be sent electronically to Armstrong faculty for consideration. Thus, we had to break the normal agenda, which had originally been scheduled in the agenda to occur during the Provost's Report. Senators agreed to proceed with Whitaker's report.

Whitaker presented slides that explain the process by which budget is determined. He commented that the slide show was prepared in the interest of transparency. His purpose is to give us a better understanding of 10% redirection and reduction plan. The first slide presented a graph of student head count, one of the two primary factors in funding higher education, which is very important because tuition and fees largely determine the budget. For the combined institutions, fall head count has declined by 4.7% (1297 students) since fiscal year 2012, spring by 7%, and summer by 6%. Post-consolidation numbers shows a similar decline in the trend line. GSU enrollment has declined or been flat since 2012. The second slide illustrated student credit hours, which are a driving force behind the funding formula used by the governor and legislature to appropriate funds to the university system. Over an eight year period, credit hours show a 3% decrease in fall, 6 % in spring, and 11% in summer (a loss of 41625 credit hours). The cumulative decline is 5.5% in credit hours. In the last three years, a similar decline can be observed. GSU has had a steady decline in credit hours since 2012. Whitaker acknowledged that we might wonder why, if the landscape has been in decline for several years, it is only now a problem. He answered that we managed before because we budgeted conservatively and had a reserve, but this reserve has been eaten away by new faculty lines, staff lines, and other expenses, so we no longer had a budget reserve for FY2019. Meanwhile, student tuition increases are only 1.8% annually.

The next slide showed a flow chart that illustrated the process by which the budget formula is determined. While we may experience headcount growth at the end of this cycle, this growth must be attached to credit hours two academic years past. In other

words, there is a two year lag in budget formulation. The next slide showed the FY 2019 GSU budget, approved last May and in effect July 2018. Our total budget is \$473,130,730. Our focus has been on the revenue that will support our academic mission of what we call the education and general budget. The redirection is targeted on state appropriation, tuition and special institutional fees. Subsequent slides showed the budgets for FY 2019 and FY 2020, which are based on flat enrollment although we have been in decline. FY 2020 has a \$15,000,000 deficit. This deficit will have a negative impact on our 2021 budget. Looking ahead to our FY2021 budget, our credit hours have declined again. How are we going to solve this? With a 10% redirection plan. Our investment priorities will be student success initiatives such as retention, addressing faculty staff salary study, we will fund the 2% merit increase if approved by the Governor, and restore the Annual Reserve used to stabilize the budget. Whitaker ended his presentation by stating that this slide show will be published for faculty and staff and should be shared by Marketing and Communications.

Armstrong faculty were cleared to return to the building during Whitaker's report. Because they had missed discussion of the first two slides, Whitaker repeated that information and then responded to the following questions. (Because of the detailed nature of these questions, they are repeated below rather than summarized.)

Questions: Ted Brimeyer (CBSS) thought summer was not part of the budget. He also asked how much money was in the contingency fund in each year.

Answer: Robert Whitaker answered that summer is always part of budget. He then stated when he arrived that five years ago, there was about \$4,000,000 for each year, but it got smaller with each year.

Question: Ted Brimeyer (CBSS) then asked how much money was saved via consolidation.

Answer: Robert Whitaker responded that \$6,900,000 was saved, which was reinvested into student success.

Question: Jim Harris (CEC) observed that the budget graph appeared to show an increase in student credit hours in 2016, so there wasn't a continued decline. Why are we predicting credit hours to drop in 2020?

Answer: Robert Whitaker responded that the "trend line" is in decline. We are currently in 2019, so he is not projecting but hopes head count will at least be flat. For budgeting, we work with a flat line because we work on a two-year lag. He explained that an average of total credit hours is used to determine full-time equivalency.

Question: Jared Sexton (CAH) noted the slide show's emphasis on GSU as a student-centered university. Rising course loads and more students per class, a result of budget cuts, seem counter-productive to this purpose. He asked what student success means in this context.

Answer: Dustin Anderson (CAH) responded that this question will recur in a subsequent RFI. He asked Sexton to repeat the question when RFIs are under discussion.

Question: Richard Flynn (CAH) referred to Whitaker's comment that GSU has had a steady decline since 2012, but we've only been a new university since 2018. How is the chart relevant? Can we break this out according to pre-consolidation?

Answer: Dustin Anderson (CAH) believes the decline was from both universities. Rob Whitaker noted that both had similar trend lines and added together, they show the same slow, steady decline, which follows the national trend.

Question: Jim Harris (CBC) noted a precipitous drop in Armstrong enrollment.

Answer: Robert Whitaker responded that we are one university, and budget moneys will be determined based upon this.

Question: Bob Jackson (PCOB) asked what would happen with the increase that we see from 2 years back. Will we have to spend it or lose it?

Answer: Robert Whitaker responded that our tuition revenue was still in decline, and that had been factored in to the current year's balance.

Question: Bill Wells (PCOB) pointed out that we are one university sometimes, but students apply to one or the other. It would be helpful to break out numbers.

Answer: Dustin Anderson (CAH) replied that external bodies will see us as one university. We need to know where to focus our efforts, but not place blame. Robert Whitaker added that the academic regional plan and enhanced enrollment plan will address the problem.

Answer: Carl Reiber (Provost) explained that this is a plan that provides growth and enhancement. It is intended for all campuses but focuses on Armstrong and Savannah. Health professions, IT, mechanical engineering, economics, and hospitality are potential high growth areas in the Savannah market.

This ended discussion of Whitaker's report.

a.cont, Motion - Tenure & Promotion Transitional Policy –

At this point, we returned to the proposed motion for the transition policy to tenure and promotion. Helen Bland (JPHCOPH) was no longer in attendance. However, several senate members on this committee were still present to field questions and lead the following discussion:

Discussion: Ted Brimeyer (CBSS) asked for clarification of language in the paragraph concerning work load. Jim LoBue (COSM) said that evaluation is based on a percentage of service and teaching. If one's teaching load changes, percentages remain the same. Dustin Anderson (CAH) then asked if changing from 4/4 to 3/3 would change other expectations. Wayne Johnson (CEC) explained that this is true, but that faculty members would have to sign off on any changes. Dustin Anderson (CAH) offered that we could clarify this language to reflect the discussion at hand as a friendly amendment.

Return to Motion and Vote: Dustin Anderson (CAH) suggested that we proceed with vote with the caveat that the second sentence will be clarified. The motion passed.

b. Motion – Update to section 317 (course evaluation language) in the Faculty Handbook –

Helen Bland (JPHCOPH), Faculty Welfare Committee (agenda page 6). Bland was no longer in attendance. Thus, Dustin Anderson (CAH) made a motion to approve. Richard Flynn (CAH) seconded the motion.

Discussion:

Senate members discussed whether or not summer teaching is part of the evaluation. Carl Reiber (Provost) explained that summer teaching is additional, so evaluations are not done. He added that personally, he thinks evaluations should always be done, and we should discuss this issue. Twelve-month faculty should be evaluated for the entire year. Jim LoBue (COSM) asked if we could strike the parenthetical phrase 'excluding summer.' The conversation continued concerning whether summer teaching should be evaluated and whether faculty have the option for evaluations. Lucas Jensen (COE) requested that language should be clarified to indicate how and when that faculty can respond to student feedback in their annual evaluations. Tony Morris (CAH) asked if we could look at putting in some kind of percentage that must be reached for evaluations to be considered as valid. Dustin Anderson (CAH) suggested that the Welfare Committee should look again at this in the future. Short of Jensen's clarification, however, he maintained that other suggestions are more substantive.

Vote: Dustin Anderson (CAH) then asked for a vote from those in favor of revised document. The motion failed. This motion will go back to Faculty Welfare with notes from our discussion and will be revisited in April meeting.

c. Motion – Update to section 218 (textbook policy) in the Faculty Handbook –
Candace Griffith (VPAA) (agenda page 8) these changes are for clarity.

Discussion: Richard Flynn (CAH) asked what was being clarified. Candace Griffin (Provost's Office) explained that she had changed the language to align with BOR

guidelines, Section 2.18. Andrew Hansen (JPHCOPH) pointed out a contradiction in the document, and Candace Griffith (Provost's Office) agreed to correct it. Dustin Anderson (CAH) said that this would be a friendly amendment. Ted Brimeyer (CBSS) noted that he was uncomfortable with the Affordable Georgia policy that flags classes based on book costs. In certain fields, books are particularly expensive. Dustin Anderson (CAH) explained that this is BOR policy.

Vote: Seeing no further questions, this motion was moved to a vote. The motion passed.

d. *Tabled Motion - Campus Announcement of Deceased Staff or Faculty Members*
– Dustin Anderson (CAH), Senate Executive Committee, Chair

Anderson reported that, after speaking with Staff Council, the Staff Council Executive Committee did not put this on their agenda. If Senate members may want to establish a policy in which an internal memorandum would be included in the Senate minutes. This would be acceptable, but the university will stay with the current policy.

Wayne Johnson (CEC) asked to table until Faculty Welfare can meet again. The senate agreed to table the motion.

Announcement: Before the president's report, Dustin Anderson (CAH) delivered a message from incoming president Dr. Marrerro. Dr. Marrerro plans two welcome sessions on April 2 and 4. Information on times and location will be sent later. He will also make a presentation at the BOR meeting on April 16th giving an overview of opportunities and challenges about the consolidated university. He wants faculty and staff to attend, and it will be live streamed in accordance with his policy of transparency. Anderson then thanked Shelley Nickel for shepherding us through this transition point.

VI. PRESIDENT'S REPORT – Shelley Nickel

President Nickel noted that her last day on campus will be March 21. She leaves with great pride and incessant optimism. She thanked us for cooperation and all that we do, especially our impact on students. We had some amazing student successes: two Barry Goldwater Scholars, senior biology major Katherine Mincey and junior chemistry major Steven Cook; Georgia Education of Young Children Student of the Year, Lisa Chase, a senior family development major; and graduate student Mariah Peart has been selected to the 2019 edition of the American Society of Civil Engineers as one of ten new faces in civil engineering. We celebrated two GSU professors selected to work at the National Science Foundation, biology professors Sophie George and Laura Regassa, who helped spread our expertise and reputation to the national level. Another milestone is the largest private gift ever in GSU's history in the naming of the Parker College of Business. We also started a regional academic plan with intended outcome

of our becoming a true regional university. We opened two buildings and began work on another. These buildings will mimic the work environment for our students. We began discussions about diversity and inclusion, which will undergird our strategic planning. We also learned that GSU now has an economic impact of over \$1,000,000,000, which shows how we strengthen southeast Georgia. We have much to celebrate and also some challenges. We need to attract students to come here, graduate, and find jobs. We are addressing our shortfalls through review and redirection. We are working to balance the budget so we can continue to build for the future. Dr. Marrerro is in support of our goals, and President Nickel asks that we support him. The future is exciting and limitless.

At this point, it was 5:53. Dustin Anderson (CAH) asked for a motion to extend. Li Li (WCHP), moved that we extend meeting for fifteen minutes. Lori Gwinnett (LIB) seconded. The motion passed.

VII. PROVOST'S REPORT – Carl Reiber (VPAA) thanked faculty and staff for attending workshops on diversity and reminded us that this is a beginning. As we move forward, we will continue this engagement to change our culture. He looks for better engagement at department and college levels in the future and will solicit our input. Diversity and inclusiveness will be the foundation for our strategic plan. The strategic plan will have a draft ready in time for arrival of our new president. Over 1300 individuals have participated in various workshops. If you have not engaged, please do. Our incoming president sees the strategic plan as the road map for the future.

A very large team from GSU last week attended a system Momentum Year approach summit. We took over 25 deans and chairs to this meeting. Momentum Year is a very purposeful engagement of our incoming freshman to help them determine focus areas in general, develop an academic mindset, and set curriculum maps. We would like to take this to the next level, which is momentum approach, which takes student from recruitment to graduation.

Questions President Nickel and Provost Reiber then entertained questions. Wayne Johnson (CEC) asked if we could consider lab spaces in the Pirate Sports Complex based on a suggest by Jack Simmons. Reiber responded that this is a good idea, but maybe not for that space. Robert Whitaker (VPB&F) stated that planning sessions are forthcoming. He asks that senators please share this kind of information. Dates will be announced soon.

VIII. SENATE EXECUTIVE COMMITTEE REPORT

a. **Announcement – Standing Committee Times and Dates** – Dustin Anderson (CAH), Senate Executive Committee, Chair (agenda page 11) announced that the SEC has made a proposal to fix attendance issues through advance planning.

b. RFI – Salary Study Impact on Faculty Hiring (agenda page 12)

Carl Reiber (Provost) noted that the salary study will not affect current tenure track searches. Some of the 10% will be redirected will address salary study. Each of the units, colleges, and deans have engaged faculty and staff to come up with a plan to identify how to direct the 10% reduction. That plan should have done as much as possible to limit the impact of reductions on students. Each dean should have factored this into their recommendations to him. He wanted the least impact on existing faculty and staff. Vacant positions would have the least impact on existing faculty. They then factored in how vacant line would impact students. If the impact were low, they looked at those lines. He did not want to look at individuals currently sitting in a line. Ongoing searches with minimal impact were put on hold or cancelled.

Reiber then entertained the following questions:

Question: Jared Sexton (CAH) re-posed his earlier question on student success as it relates to budget. He thanked the president and provost for their work on this issue. Sexton noted that faculty are feeling demoralized, and the inherent message is that faculty impact on student success is lost in the message. He would like to hear what terms such as “student success” actually mean to the university.

Answer: Reiber responded that we must have a sustainable budget, so we don't end up in a downward spiral. We must look at student enrollment. We have less money, and we have to realign the budget to account for fewer student credit hours and head count. Thus, we may have to ask faculty to add a few students to classes. We can't afford to have fifteen students per class for English composition. We can't afford to have that many faculty. Larger class sizes may go against best practices, but these paradigms are often not in accordance with the fiscal reality. We are only asking that faculty accommodate a few more students, not a significant number. It isn't ideal, but short term we will have to do this. The broader meaning of student success is that we need to see what students need to advance and graduate. We inadvertently get in their way through policies and practices. We have to examine everything we are doing to be sure we are allowing students to advance. This is not lowering the bar, but answering fundamental questions. We can't be gatekeepers, but learning facilitators. We need to provide wrap-around services to help students over the bar, but this is not the same as lowering the bar. This is what student success means.

Dustin Anderson (CAH) added that an embedded question may have been about the role faculty play. He stated that we don't have time to adequately discuss this now. He proposed that we add this on our agenda for our next

meeting as a Discussion Item in regards of the comprehensive curricular review. The SEC will revisit this issue.

Question: Jim Harris (CEC) stated that our college enrollment has been going up, yet we are asked to take same 10% cut. Why aren't the cuts targeted at programs in decline?

Answer: Reiber responded that budget cuts have not been equal across all colleges. Growing colleges took less of a cut. It was not equal. But the process is complicated by service programs that drop for reasons beyond their control.

X. ADJOURNMENT

At this point, the extension time for the meeting had ended. Ted Brimeyer (CBSS) made a motion to adjourn. Richard Flynn (CAH) seconded this motion. The meeting adjourned at 6:15pm.

Respectfully submitted,
Dr. Carol Jamison (CAH) (Senate Secretary)