



I. Call to Order, Adoption of Agenda

II. Approval of Minutes – March 26, 2018 Meeting

III. **Guests**

President St. Amand

Dr. Ashish Vaidya, incoming NKU President. This is an opportunity for senators to give their views on the current state of NKU, including challenges it faces, and thoughts on strategic planning for NKU's future.
A question to consider: what should the agenda for Dr. Vaidya's first 100 days look like?

Provost Sue Ott Rowlands

Faculty Regent Richard Boyce

Deanna Karam, Staff Congress Liaison

IV. **Officer Reports**

President	Matthew Zacate
Vice President	Carol Bredemeyer
Secretary	Laura Sullivan
Parliamentarian	Tamara O'Callaghan
Faculty Advocate	Phil McCartney
Graduate Council Chair	Steve Crites

V. **Committee Reports**

University Curriculum Committee Richard Fox

VOTING ITEM: Approval of new program: Exercise Science MS
(<https://nku.curriculog.com/proposal:1847/form>).

VOTING ITEM: Approval of new concentration in MSN Psych Mental Health
(<https://nku.curriculog.com/proposal:2127/form>).

VOTING ITEM: Approval of new certificate in Post-MSN Psych Mental Health
(<https://nku.curriculog.com/proposal:2126/form>).

VOTING ITEM: Approval of new concentration in Teacher as Leader MA: Elementary Mathematics Specialist
(<https://nku.curriculog.com/proposal:2073/form>).

(continued)



V. Committee Reports (continued)

VOTING ITEM: Approval of new concentration in Teacher as Leader Rank I Teaching MA:
Elementary Mathematics Specialist
(<https://nku.curriculog.com/proposal:2090/form>).

VOTING ITEM: Approval of new concentration in Teaching and Leading, Ed.S.:
Elementary Mathematics Specialist
(<https://nku.curriculog.com/proposal:2089/form>).

Budget Committee	Janel Bloch
Benefits Committee	Debra Patten
Professional Concerns Committee	Ken Katkin

VOTING ITEM: Recommendation to endorse the COSFL Statement on the
Kentucky Budget Bill (see attachment: *COSFL Statement on
Kentucky Budget Bill* dated 4-APR-2018).

DISCUSSION ITEM: Recommendation from the PCC to adopt a resolution on
the closure of the Early Childhood Center (see accompanying
memo: *NKU Early Childhood Center* dated 5-APR-2018).

TEEC	Chris Lawrence
General Education Committee	Steve Weiss

VI. New Business

Memo from the Faculty Executive Committee to Provost and Registrar (see
accompanying draft memo dated 13-APR-2018).

Motions to change, endorse, block, etc. the memo will be considered.

(Note that there are seven voting items in the committee reports.)

XIV. Adjournment

Gentle Reminder:

The last Faculty Senate meeting of the 2017-2018 academic year is Friday, May 4 in UC Ballroom at
approx. 1:30 pm. We will have our annual Faculty Senate Scholarship & Service Awards luncheon ceremony at 12
pm prior to the traditional meeting.

FACULTY SENATE MEETING
April 23, 2018

Members present: Janel Bloch, Carol Bredemeyer, Robert Brice, Kathleen Carnes, Steve Crites, Christine Curran, Jacqueline Emerine, Richard Fox, Yaw Frimpong-Mansoh, Kathleen Fuegen, Lisa Holden, Vanessa Hunn, Stephen Johnson, Ken Katkin, Francoise Kazimierczuk, Christopher Lawrence, Danielle Todd (for Kimberly Gelbwasser Lazzeri), Gisele Lorient-Raymer, Phil McCartney, Carrie McCoy, Marcos Misis, Ban Mittal, Ljubomir Nacev, Tamara O'Callaghan, Deborah Patten, Jeanne Pettit, Toru Sakaguchi, Gabe Sanders, Cory Scheadler, Ron Shaw, Erin Strome, Laura Sullivan, Sharon Vance, Lynn Warner, Steven Weiss, Matthew Zacate

Members absent: Irene Encarnacion, Kebede Gemene, Rich Gilson, Steven Gores, Morteza Sadat Hossieny, JC Kim, Jennifer Kinsley, Marc Leone, Ellen Maddin, Jonathan McKenzie, David Raska

Guests: Dr. Ashish Vaidya (Incoming NKU President), Sue Ott Rowlands (Provost), Richard Boyce (Faculty Regent), Matthew Frey (Student Government Association Representative), Grace Hiles (Faculty Senate Office), Alar Lipping, Maureen Doyle

The meeting was called to order by Senate President Matthew Zacate at 3:02 pm with a quorum present.

The agenda was adopted as distributed at the meeting. The minutes of the March 26, 2018 meeting were approved as distributed.

Guest Reports:

- **Incoming NKU President (Dr. Ashish Vaidya):**
 - Dr. Vaidya stated that his theme for this visit was to both hear and honor key campus constituents. He is also interested in gauging how to shape his agenda for his first 100 days or even his first year.
 - In visits with other groups he has heard ideas about what is next for NKU, what our priorities might be, and he would like to validate what he has heard with Faculty Senate. He is also interested in learning whether the campus has an “appetite” for strategic planning.
 - NKU administrators have begun keeping him informed about the budget issues and he is willing to provide his experience if others would like him to do so.
 - Dr. Vaidya expressed his continuing excitement about coming to NKU as he sees the commitment NKU has to the mission of serving students and the community. He said he has talked to a number of students/alumni who have told him how NKU has changed their lives.
 - Despite the turmoil in Frankfort, he is optimistic about the many opportunities he sees here.
 - He looks to the Senate and other groups to help shape his thinking about NKU's future. He will use both formal and informal ways to engage with faculty, staff, and students—he said that he is not bound by formal structures and will continue to use a style that has worked well for him in the past.
 - Dr. Vaidya discussed the concerns that were raised about his past scholarship. He explained that the Board of Regents (BOR) asked for information which he happily provided. He wrote a memo that he sent to the BOR with the intention that the BOR

share it with whomever they thought would be appropriate. He thought it was important to provide his voice on the matter, even though the BOR chose not to share the memo.

- He expressed his commitment to collegial governance, transparency, and working as a team. He hopes to establish a level of trust with campus faculty and staff at the outset of his tenure.
 - Prior to taking questions on key issues on which he should focus, he elaborated upon the importance of showing the community the value of a college education.
 - Questions from senators were on improving relations with the state legislature, raising revenue from outside donors, compression/inversion, protecting non-tenured track renewable faculty (NTTRs), tenure protection, and determining a vision for NKU.
 - He views the budget as two separate components--one “bucket” is NKU’s own budgetary structural challenges (tuition, enrollment, scholarship support, etc.) which range between five and seven million dollars; the second “bucket” is the pension crisis at 13 million dollars. Different strategies will be required to address these two separate budget problems. The first budget problem is more manageable than the pension problem which will require engagement from the entire state/community to address it.
 - He will continue to engage with the community in raising money. He asked the BOR not to put a hold on the quiet phase of the current campaign.
 - Dr. Vaidya said that he does not think he has enough knowledge yet to address the concerns about NTTRs. How he has addressed budget cuts in his past experience is to examine priorities and ask what are the principles to adhere to when faced with budget cuts. It is important to determine the guiding principles that allows thinking through difficult decisions. A fundamental principle is that instruction must be protected, which may mean rethinking aspects of instruction during a challenging budget reduction.
 - He stated that it is helpful for colleges to view their programs as a portfolio that needs to be reviewed regularly, to see what is still required, what might need tweaking, and so forth.
 - The notion of a comprehensive university, that NKU can be all things to all people, is probably untenable given the realities of NKU’s situation. He hopes to engage in conversations with Senate on this issue and where NKU can show its true value and defining characteristics.
 - His experience with strategic planning at three institutions has been effective and useful. It provided the campuses with a clarity of purpose, and allowed outside constituencies to see why those schools were doing what they were doing. He said that it is also possible to do a strategic plan refresh rather than a longer strategic planning process.
 - His final remarks centered on the noble and important work NKU does, that we change lives and we change generations.
- **Provost (Sue Ott Rowlands):**
 - The Faculty and Staff Honors and Awards celebration is on April 26, 4 – 6 pm. This is a chance to celebrate those recipients, as well as faculty receiving tenure and promotion and Emeritus faculty.
 - Final Friday will be on April 27, 3 – 5 pm, in the Main Art gallery. While the event has been greatly scaled back, it is still important to hold at the end of the semester.

- Until the governor finalizes the budget, she does not yet have enough information to make any budget decisions or recommendations.
- Some senators expressed their desire for a formal statement from NKU administration in support of tenure and NTTRs. Provost Rowlands said that President Amand had that intent with his recent email related to the budget, but she is hearing that many people did not find that sufficient.
- She stated that everything is under consideration on the reduction plan, including administrator positions.
- **Faculty Regent (Richard Boyce):**
 - The BOR has not met since the last Faculty Senate meeting.
 - There is little to report on the budget since the Council on Postsecondary Education (CPE) has not set tuition increase caps yet.
 - The next meeting will be on May 2 and there may be a special meeting called in early June on the budget and tuition.

Officer Reports:

- **Senate President (Matthew Zacate):**
 - Senator Katkin has an opportunity this fall which will make him unable to serve as PCC chair. A special election for the position will be at the August 27 meeting, at 3 pm. Anyone who is interested in this role or knows someone who is can contact Senator Katkin or Senate President Zacate.
 - The 2018 Faculty Senate survey is forthcoming. This survey is similar to the one that was distributed in 2016 and aims to track how faculty spend their time and to gain opinions on recent events over the past year. This is an appropriate time to gather faculty views with the presidential transition occurring.
- **Faculty Advocate (Phil McCartney):**
 - Senator McCarthy highlighted the numerous areas by which he has been an advocate for the faculty; these include supporting a faculty member on grading students with integrity rather than by grade distribution, unbiased performance reviews and RPT process, and collegial governance regarding the decision to remove room and board from an incoming student's merit scholarship.
 - He believes that our incoming SACS review will demonstrate that NKU is in good shape.
 - He had introduced the idea of programs of distinction, such as the cyber security program and the theater program, and he encouraged Senate members to celebrate these and other areas that set NKU apart.

Committee Reports:

- **University Curriculum (Richard Fox):**
 - UCC's final meeting of the spring was last Thursday.
 - The change of ENG 291 to ENG 102 requires a vote by the College of Arts and Science curriculum committee, which will take place on Thursday. If the vote does not take place or they reject the proposal, the change in the course's number will be postponed by a year.
 - **VOTING ITEM:** Approval of new program: Exercise Science MS (<https://nku.curriculog.com/proposal:1847/form>). **APPROVED.**

- **VOTING ITEM:** Approval of new concentration in MSN Psych Mental Health (<https://nku.curriculog.com/proposal:2127/form>). The first MSN program is a new concentration; the following one constitutes a substantial change to the certification. **APPROVED.**
- **VOTING ITEM:** Approval of new certificate in Post-MSN Psych Mental Health (<https://nku.curriculog.com/proposal:2126/form>). **APPROVED.**
- The following three voting items have an elementary mathematics specialist added to three graduate programs.
- **VOTING ITEM:** Approval of new concentration in Teacher as Leader MA: Elementary Mathematics Specialist (<https://nku.curriculog.com/proposal:2073/form>). **APPROVED.**
- **VOTING ITEM:** Approval of new concentration in Teacher as Leader Rank I Teaching MA: Elementary Mathematics Specialist (<https://nku.curriculog.com/proposal:2090/form>). **APPROVED.**
- **VOTING ITEM:** Approval of new concentration in Teaching and Leading, Ed.S.: Elementary Mathematics Specialist (<https://nku.curriculog.com/proposal:2089/form>). **APPROVED.**
- **Budget** (Janel Bloch):
 - At the committee's last regularly scheduled meeting, Mike Hales (Chief Financial Officer/CFO), and the Provost discussed the budget situation. They both stated that there would be no cuts to programs or tenured faculty.
 - Kim Scranage (Vice President, Enrollment and Degree Management) and team presented Part 2 of their presentation, this time focusing on strategies to improve enrollment. This had also been presented at a BOR meeting. Slides from the presentation will be posted at the Senate (Budget Committee) website.
 - A special budget meeting was held last week to discuss the draft report on the recent budget survey. The report will also include several recommendations for dealing with the budget situation. The report is organized around budget priorities.
 - The committee also discussed presenting a resolution based on the observation that instructional cost percentage in the budget line is a lower percentage than in 2007. Some factors distorting this comparison, according to Russ Kerdolff (Comptroller), have to do with Student Credit Hours (SCH) being a more accurate comparison than enrollment numbers (which is only head count), as well as the inclusion of School-based Scholars that increase the numbers. Also, the METS Center was included in the 2007 budget and it is not any longer. Clarifying these pertinent points will be examined.
- **Benefits** (Deborah Patten):
 - The Scholarship Subcommittee made their recommendations. Two students will receive half tuition scholarships for next year and two students will receive book award scholarships. The students will be informed of their awards this week.
 - Work groups have been formed to compare the Faculty Development Award application form to the evaluation tool guidelines. This work will continue into next year.
 - A training is in the works for next fall, probably at the committee's October meeting, for new Benefits Committee members.
 - The committee approved minor changes to the committee's bylaws. These will be brought to the next Faculty Senate meeting.

- **Professional Concerns** (Ken Katkin):

- There are two policies on Notice and Comment, one on web privacy and the other on communicable diseases. The committee will address web privacy but is not likely to address communicable diseases. One issue regarding web privacy is that if an individual is on the NKU website, other sites used can also be tracked.
- A new committee chair is needed while Senator Katkin is away as a visiting professor at the University of Colorado in the fall (or perhaps the entire year). One committee member is willing to step into the role, but if anyone else is interested he/she can contact him.
- The committee has begun work on Faculty Handbook recommendations for a clear process on appointing faculty rank and tenure when an individual is hired for an administration position. Senator Katkin referred to incoming President Vaidya's appointment.
- **VOTING ITEM:** Recommendation to endorse the COSFL Statement on the Kentucky Budget Bill (see attachment: *COSFL Statement on Kentucky Budget Bill* dated 4-APR-2018).
 - The Coalition of Senate and Faculty Leadership (COSFL) adopted a statement on Kentucky Budget Bill which reduces funding for higher education and the provision that would permit the summary dismissal of tenured faculty.
 - PCC would like Senate to endorse the statement and also ask the BOR and NKU administration to endorse as well.
 - Regent Boyce has worked on persuading the BOR on this matter and has received pushback.

APPROVED.

- **DISCUSSION ITEM:** Recommendation from the PCC to adopt a resolution on the closure of the Early Childhood Center (see accompanying memo: *NKU Early Childhood Center* dated 5-APR-2018).
 - The focus is on the process by which the decision was made. Last May, Faculty Senate passed a resolution in support of the Early Childhood Center (ECC) and that it should remain open.
 - The essence of this resolution is to express disappointment in that good faith consultation with faculty bodies did not occur and faculty opinions were not strongly considered.
 - In discussing this item, several Senators suggested that the resolution also should specifically request that the ECC be reopened.
 - Senator Katkin stated that he would incorporate this suggestion, and would bring back a revised version of the resolution for Senate action at the May 2018 meeting.
- **TEEC** (Chris Lawrence):
 - The survey of Chairs and members of RPT committees is complete. The committee is currently examining participants' responses. They will compile the findings, then present them to the university at the start of fall semester.
- **General Education** (Steve Weiss):
 - The following are new and renumbered GenEd courses:
 - Natural Sciences
 - ANT 202 Biological Anthropology with Lab (new)
 - GLY 125 Prehistoric Life (renumbered)

GLY130 Geology of National Parks (renumbered)

Cultural Pluralism

ENG 212 Literatures of Inclusion (new)

SPB 200 Rivalry and Rituals: International Sport (new)

Individual and Society

FLC 101 Pathways to Financial Success (new)

HIS 200 Poverty in the Midst of Prosperity (new) (AP course/only offered online)

HSR 100 Society and Human Services (new)

NEU 101 Neuroscience for Life: Sex to Society (new)

Culture and Creativity

LAT 101 Elementary Latin (new)

- The following pending courses are open to inclusion, but warrant some revisions prior to resubmitting:
 - Three courses were asked to be resubmitted in Culture and Creativity.
 - One course was submitted in Individual and Society and the committee determined it not a good category match.
 - One course was submitted in Cultural Pluralism and the committee determined it not a good category match.
 - One course was submitted in Culture and Creativity, but the committee thought that the level was too high and the focus too specific for GenEd.
 - One course was submitted in Natural Science. The committee determined the proposal was not complete and lacked a coherent rationale for inclusion in GenEd. Proposers were asked to complete the full proposal and resubmit in the fall.
 - One course was submitted in Individual and Society. The committee asked for additional justification for inclusion in this category and to resubmit in the fall.
- No courses were rejected.
- GenEd artifacts for the next assessment will be collected in the fall. Senator Weiss asked that senators notify their colleagues whose GenEd courses fulfill D3 and E Student Learning Outcomes (SLOs) that the committee will be asking for artifacts.
- This completes an entire cycle of assessments in the history of GenEd at NKU.
- A workshop was held last week covering the final SLOs.
- Faculty were solicited to participate in the scoring of artifacts collected for the assessment of Critical Thinking and Communication SLOs. This will take place in June.

New Business

- Memo from the Faculty Executive Committee to Provost and Registrar (see accompanying draft memo dated 13-APR-2018).
 - Registrar Allen Cole introduced a recommendation in January that would investigate shortening semesters. Senate President Zacate said that the memo summarizes the pros and cons that have come up via Senate committees and other various groups on this topic.
 - The Executive Committee (EC) did not think there was enough information known to make a well-informed decision. Rather than voting, EC recommends the formation of a

committee that addresses questions raised in the memo, so that a more comprehensive report can be considered when voting on the issue.

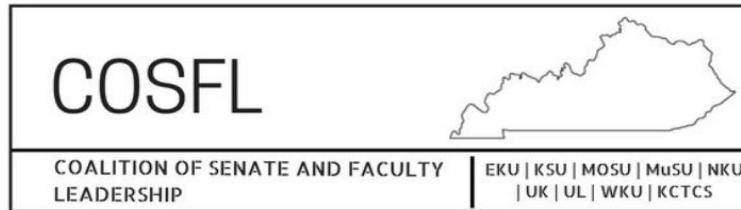
- Senate President Zacate asked for any motions to change, endorse, block, etc. the memo under consideration.
- No motions were made and the memo will be voted on at the next meeting in May.

Adjournment

The meeting was adjourned at 4:56 p.m.

Respectfully Submitted,

Laura A. Sullivan
Secretary



COSFL Statement on Kentucky Budget Bill

**Submitted by Enid Trucios-Haynes, President of COSFL
on behalf of COSFL Membership
April 4, 2018**

FOR GENERAL DISTRIBUTION

The Kentucky Coalition of Senate & Faculty Leaders [COSFL] strongly opposes the pending Budget Bill reducing funding for higher education and the provision that would permit the summary dismissal of tenured faculty. The Budget Bill permits Boards of Regents and Trustees to eliminate or modify majors or degree programs due to “low utilization, financial feasibility, budgetary constraints, or declaration of financial exigency” and to terminate tenured faculty after a ten-day notice.

Salaries are the largest and most controllable expense for universities. Shortsighted strategies designed to achieve immediate financial savings, such as eliminating programs, their supporting staff, and faculty, including those with tenure, will cripple universities as engines for growth and development in our communities. The devastating harm to our students and state will reverberate for decades to come. The Budget Bill devalues the integrity of universities, and our students, faculty, and public education. It will not yield savings because of our ethical responsibility to “teachout” students to degree attainment. This obligation takes years to accomplish and is an accreditation requirement for many institutions and programs.

Faculty believe that public universities have a collective mission to provide access to education to *all* Kentuckians. Decisions to close or modify academic programs require careful consideration relying on faculty expertise to evaluate current trends, long term projections, and historical data in their academic fields. While “low utilization” or low enrollment may seem like an obvious reason, there are cycles in the popularity of some programs and other programs must be continued to provide the well-rounded education students need and expect in order to compete in a global economy.

Universities have an ethical obligation to our students to avoid what seems like an “easy fix” to eliminate majors and degree programs based on financial feasibility and budgetary constraints. Rather, faculty and university administrators must evaluate these challenges with integrity and transparency, and work collaboratively to avoid the extreme measures proposed.

The First Amendment of the U.S. Constitution protects freedom of speech and this is the bedrock of American universities. Tenure is the method by which U.S. universities establish teaching and learning environments free from ideological constraints, and advance new ideas regardless of controversy in research, scholarship and creative activity. Faculty, protected by this academic freedom, are the heart of U.S. universities which make us attractive to students from across the globe. Tenure protects the academic freedom to teach unpopular topics and to explore the full range of thought on a topic, ensuring students develop the critical thinking skills most valued by U.S. employers.

COSFL is a statewide forum of senate and faculty leadership representing the eight public institutions of higher education in the Commonwealth of Kentucky and the Kentucky Community and Technical College System (KCTCS). It was formed July 13, 1979 as a collective advocacy body of public higher education faculties.
<https://www.wku.edu/cosfl/>

MEMORANDUM

To: Faculty Senate
From: PCC
Re: NKU Early Childhood Center
Date: April 5, 2018

The PCC recommends that Faculty Senate adopt the following Resolution:

The Faculty Senate is of the position that good faith consultation with faculty bodies did not occur and it is disappointed that faculty opinion does not appear to have been strongly considered before the university made its decision to close the Early Childhood Center.

This Resolution will express the disappointment of the Faculty in the NKU administration's recent decision to close NKU's Early Childhood Center (ECC). While the closing of the ECC is a tremendous loss to our community, our greatest concern is the process through which this decision was made.

On May 4, 2017, Faculty Senate unanimously adopted a prior Resolution that stated, in pertinent part:

As NKU evaluates the future of the ECC, we request that the process be inclusive and transparent, directly involving stakeholders (including current and past ECC families) in the decision making process. Specifically, we request the:

- (1) continuation of a child care facility on-campus that serves, at least, faculty and staff members and NKU students;
- (2) maintenance of a high standard of quality (e.g. NAEYC accreditation or equivalent);
- (3) continuation of placement opportunities for early childhood education program teacher candidates for field work and course projects;
- (4) continuation of student employment opportunities; and
- (5) maintenance of subsidies for NKU students who use the facility.

We also encourage NKU to explore options that increase child care options on campus (*e.g.* by accepting students younger than one year of age). Moreover, in calculating the true cost to NKU of ECC's operation, the university should take account of (and seek to quantify) the corresponding and off-setting benefits that may accrue from staff and faculty retention and job satisfaction, as well as from student retention.

Discussion Draft – Recommended By PCC; Not Voted or Approved By Faculty Senate

The PCC is aware that the Faculty Senate resolution of May 4, 2017 was not formally delivered to the NKU Administration before President Mearns left NKU the same month. For this reason, the resolution did not reach the members of the NKU administration most directly involved in the closing of the Early Childhood Center (including NKU VP for Student Affairs Daniel P. Nadler), and may not have reached President Mearns's successor, Interim President Gerard St. Amand. As discussed herein, however, this resolution did memorialize certain specific representations made by VP Nadler to PCC on April 6, 2017 and acted upon by him subsequently. Accordingly, the Senate resolution on May 4, 2017 reflects the faculty's well-justified understanding that the NKU administration had expressed its concurrence in Senate's recommendations (at least with respect to process and goals) and had agreed to comply with them.

The Senate was thus surprised and disappointed when, on March 15, 2018, President St. Amand notified the entire NKU community that the Early Childhood Center will close its doors permanently on June 1, 2018, and that no outside vendor will provide similar childcare services on campus. Contrary to the understanding set forth in the May 4, 2017 Senate Resolution, the process that led to this decision was neither inclusive nor transparent, nor did it directly involve stakeholders (including current and past ECC families) or the Faculty Senate. Nor did it yield the recommended continuation of a high-quality child care facility on-campus that serves faculty and staff members and NKU students and that provides placement opportunities for early childhood education program teacher candidates for field work and course projects or student employment opportunities. Nor, as far as we know, did the University take account of (or seek to quantify) the corresponding and off-setting benefits that may accrue from staff and faculty retention and job satisfaction, as well as from student retention, when it calculated the true cost to NKU of ECC's operation. Accordingly, after purporting to accept the principles codified in Senate's May 4, 2017 recommendation, the administration failed to abide by that recommendation.

The Statement of Collegial Governance at NKU proclaims that:

The Faculty and Administrators of Northern Kentucky University believe in a collegial system of university governance, based on a concept of authority and responsibility shared among colleagues, some who have primary duties as faculty and some who have primary duties as administrators. A collegial system has, as its fundamental principle, the concept of good faith consultation among these colleagues prior to decision-making. . .

All colleagues in the system, regardless of their respective roles as faculty or administrators, have an obligation to honor and support the decisions reached through the collegial process. If good faith consultation among colleagues exists, if decision-making authority is delegated appropriately, and if all participants are committed to the decisions made through the collegial system, non-productive adversarial relationships among groups are minimized, and university goals and objectives are more easily achieved.

Given the prior course of events described above, the Faculty Senate has grave concerns that the good faith consultation envisioned by this Statement was dishonored by the Administration in this instance.

The closing of the Early Childhood Center reflects a change in institutional budget priorities. The Statement on Collegial Governance classifies the setting of "institutional budget priorities" as an activity that "fundamentally affects academic programs." For such matters, the Statement proclaims that "[g]ood faith consultation with faculty bodies is routine" and that "[f]aculty opinion in these matters should be strongly considered."

Discussion Draft – Recommended By PCC; Not Voted or Approved By Faculty Senate

On May 4, 2017, the Faculty Senate formally expressed the opinion of the faculty concerning the future of the Early Childhood Center and the process by which decisions should be taken. With regret, the Senate believes that its opinion was not “strongly considered” by the Administration in this case, and was not treated with “good faith.” Certainly, at no time has the NKU Administration ever communicated to the Faculty Senate any reasons for its ultimate rejection of the Senate’s recommendation, with which it had earlier purported to agree.

Like the Administration, the Faculty Senate is aware that NKU may be facing considerable budget cuts in the very near future. As a community we value **transparent and open communication and shared governance** – neither of which were honored in the process of closing the ECC. Specifically, no stakeholders of the ECC (ECC staff, Early Childhood Education faculty, ECC parents, or ECC student workers) were present at the meeting where it was decided to close the facility or had any meaningful input into the decision making process.

To the contrary, following the PCC Meeting of April 6, 2017, two Early Childhood Education faculty members were added to the Review Committee that was instituted to review applications from outside vendors to operate the ECC. But these two faculty members subsequently were never notified of any review committee meetings, nor given any updates. Instead, after inquiring, they were told that the review committee had not met to decide on the outside vendors because there was only one vendor submission. This was the only correspondence these faculty members ever received from the NKU administration after formally being added to the review committee.

After the ECC’s closing was announced, the NKU administration stated that the administrators who closed the ECC viewed themselves as stakeholders in the ECC. These administrators, however, included no “current and past ECC families,” as specifically called for in the Senate Resolution of May 4, 2017. Moreover, these administrators will suffer no direct consequences as a result of their decision to close the facility – i.e. they did not lose their jobs, they did not lose their childcare/support systems, they did not lose a teaching resource, they did not lose an experiential education opportunity. In short, the populations most affected by the decision did not have a seat, or voice, at the table. Any effort to characterize such persons as the “stakeholders” contemplated by the Senate Resolution of May 4, 2017 appears disingenuous and can only serve to illustrate the administration’s lack of “good faith” in its consideration of faculty views on this issue.

The decision to eliminate childcare options on campus is shortsighted and in opposition to nationwide efforts to support students, staff, and faculty that are balancing work and family. While leaders in the field and the federal government are working to increase childcare options and accessibility, NKU is making the perilous decision to erect barriers to higher education for our most vulnerable students, contribute to the leaky pipeline in academia, and undermine gender equality in academia.

The messaging around the decision to close ECC continues to frame ECC as a tremendous financial burden to NKU. This is misleading. The ECC was not a for-profit enterprise. NKU’s small subsidy to ECC provided support for academic programs. In particular, the ECC was used as a placement for the ECE program Non-Certification teacher candidates. ECC children visited the campus rec center so that Kinesiology students could implement activities that fosters physical development of young children. The ECC classrooms and children were also used by NKU students to complete various course assignments. The applicable courses are:

Discussion Draft – Recommended By PCC; Not Voted or Approved By Faculty Senate

- EDU 551 Preschool Education and Programming, where our students completed in-depth projects with children.
- EDU 552 Infant Development and Programming, where quality level of classroom environment are assessed.
- EDU 554 Language Development and Emergent Literacy & EDU 566 Ongoing Assessment in Early Childhood Education, where students gathered artifacts for child assessment/evaluation.
- NRS 415 Principles of Pediatric Nursing & NRS 415P Pediatric Nursing Practicum, where nursing students practice growth & development assessments.

In addition, NKU's small subsidy to ECC provided support for student success (through experiential education and employment opportunities) and NKU students, faculty, and staff (through the benefit of providing a campus childcare option). The median salary of the staff listed on the NKU ECC webpage is \$28,860 per year. These staffers have dedicated years of service to NKU. They worked closely with NKU faculty to provide experiential learning opportunities for our students and they were an invaluable resource for student parents. They helped raise our kids. This is not a simple issue of semantics, framing the ECC solely as an unsustainable financial subsidy communicates what is valued and worthy of investment, and what is not.

Indeed, the total cost of NKU's subsidy to NKU never exceeded roughly \$200,000 per year. This cost included the costs of KERS retirement contributions, and also the costs of cleaning, heating, cooling, electricity, *etc.* The latter set of costs will continue to be borne by the University after the ECC's space is repurposed to other uses. The KERS costs might likewise be eliminated without terminating the ECC, were the University to redouble its efforts to outsource the ECC's operations.

Additional outside support may have been available to support the operations of the ECC. In March 2018, Congress enacted a FY2018 federal budget that includes an increase of \$2.37 billion in the Child Care and Development Block Grant (CCDBG). This bill also includes:

- A \$610 million increase for Head Start
- \$299 million increase for Part B and C of the Individuals with Disabilities Education Act (IDEA) providing early intervention, special education and related services to children with disabilities.
- \$35 million increase for the Federal Child Care Access Means Parents in School (CCAMPIS) Program to support child care for student parents
- sustained funding for year-round Pell grants
- a one-time fix to the Public Service Loan Forgiveness program that expands eligibility to (some) additional borrowers.

Moreover, the University routinely spends greater sums on programs that add far less value to the University. The Office of the Chief Financial Officer, for example, has an annual budget of more than \$11 million per year (including \$5 million in debt service and lease payments). When the cost of athletic scholarships is included, athletic programs are subsidized by a similar amount. The Office of the Chief Information Officer spends more than \$10 million per year on personnel costs alone. It is hard to believe that a sum as small as \$200,000 could not be cut from these giant budgets without inflicting adverse effects of similar magnitude on the NKU community. And in 2017-18 alone, in the midst of the present budget crisis, the University decided to convert the Honors Program to an Honors College (with

a new Dean) and to add a new Assistant Vice President Position for Accelerated Online Programs. Each of these decisions will cost the University roughly \$200,000 per year going-forward. Neither will add more value to the University than the ECC had added.

Closing the ECC is a heartbreaking loss to our community and many of the things lost (community-university relationships, social capital, support networks, and friendships) are intangible and difficult to quantify. But, how the process unfolded is the greatest concern and a threat to what we as a university have always valued – **transparent and open communication and shared governance**. As we continue to navigate financial insecurity at NKU, decisions that impact members of our community must involve stakeholder representation

RESOLUTION

“The Faculty Senate is of the position that good faith consultation with faculty bodies did not occur and it is disappointed that faculty opinion does not appear to have been strongly considered before the university made its decision to close the Early Childhood Center.”

MEMORANDUM – draft

To: Sue Ott Rowlands, Provost and Executive Vice President for Academic Affairs
Cc: Allen Cole, University Registrar
From: Executive Committee of the Faculty Senate
Re: **Recommendation** on next steps in the exploration of the Shortened Semester Concept and **Summary** of senate investigation of faculty observations
Date: April 13, 2018

In response to the memo “Shortened Semester Recommendation” from Allen Cole to Provost Ott Rowlands dated January 4, 2018, Faculty Senate committee chairs sought input from their members about perceived pros and cons to shortening semesters by one week and adding 5 minutes for every 50 minutes of class time in order to comply with federal requirements. Before the senate can vote in favor or against moving to shorten semesters; however, it must learn results of research conducted by other university divisions.

We recommend the formation of a committee with members selected from administration, staff, and faculty to compile results of investigations made by various divisions into a single report that can then be reviewed by the Faculty Senate. *At least* seven members of the faculty – one from each college and Steely Library – should be included in the committee, ensuring members with first-hand instructional experience in the following areas are selected: (1) natural science laboratories, (2) 7-week online courses, (3) clinical practica, (4) writing-intensive courses, (5) highly quantitative courses, (6) graduate-level courses, and (7) performance courses.

The senate would especially like the report to include answers to the following questions.

- One argument in favor of shortening semesters is that it puts the summer term on equal footing with fall and spring semesters time-wise. What about financial-aid wise? Do students have access to as much financial aid during the summer as during the academic year?
- Is there sufficient classroom space – especially number of laboratory classrooms – to accommodate longer class periods?
- What changes, if any, would need to be made to the Faculty Policies and Procedures Handbook?
- Would shortened semesters change academic-year salaries and would a longer summer session affect summer compensation?
- What do budget projections say about how a shortened semester would impact university revenues and expenses?
- What conclusions regarding impacts of semester length on student learning have been reported in the education literature?
- How would scheduling student performances and exhibitions be impacted?

It is our position that no action on shortening semesters will be taken until after the report is presented to the senate and the senate votes on a recommendation on semester length.

The remainder of this memo is a summary of senate-committee investigations of pros and cons to shortening semesters perceived by the faculty.

Content delivered to students will be reduced in many classes. (1) Laboratory exercises in the natural sciences cannot be reworked so that the same measurements can be made in one less class meeting regardless of class duration. This would necessitate dropping one laboratory exercise from each lab course. (2) Loss of one week's worth of homework time will adversely affect the time students rehearse or read literature. To compensate for the loss of one week, students would need to increase their weekly rehearsal and reading activities. It is the professional judgement of faculty members in these areas that the extra time spent each week would be far less productive, compelling a reduction in material to be covered in courses from music, theater, and world languages. (3) Many faculty members have expressed that they will not restructure their 50 minute lectures to be 55 minutes in length, necessitating dropping one week's worth of content.

Restructuring course material will create acute surges in faculty workload. Faculty members who choose to restructure courses to sustain course content will need to invest much time and effort at the beginning of each semester they convert content from the current semester format to the shortened one. In most cases, it is not a simple matter of taking 5 minutes from the second class's lecture and adding it to the first class and so forth. Assignments also would need to be changed, with potentially large modifications needed for laboratory courses in order to ensure the techniques spread across 15 weeks' worth of labs can be contained in just 14 lab classes.

Fall break must not be moved to a Wednesday, Thursday, or Friday. The January 4 proposal contains the suggestion that fall break be moved to a Friday or eliminated altogether. It cannot be moved to one of the week days that also fall on Thanksgiving Break, because that would adversely affect one-day-a-week courses that meet on the day to which the break is moved.

A longer summer session will help students in some programs but not others. Students in programs such as Organizational Leadership, Dance, and those in the College of Health Professions take courses year-round and would benefit from a summer session with duration equal to those of spring and fall semesters.

A longer summer break may help student retention. It has been speculated that adding one extra week to the summer break will give students a chance to earn between \$250-\$500 more between semesters, which could make the difference between enrolling in or dropping out of fall classes.

A shorter semester length may hurt student retention. It has been speculated that a shortened semester combined with classes for which course content has not been reduced will make it difficult for students in the so-called murky middle to reflect adequately on difficult new concepts and complete all assignments. This may lead to lower grades and counteract recent gains in campus wide student-retention efforts.

Grace Hiles

From: Grace Hiles
Sent: Wednesday, April 18, 2018 10:53 AM
To: Danielle Todd; Augustine Frimpong-Mansoh; Banwari Mittal; Carol Bredemeyer; Carrie McCoy; Christine Curran; Christopher Lawrence; Cory Scheadler; David Raska; Deborah Patten; Ellen Maddin; Erin Strome; Francoise Kazimierczuk; Gabriel Sanders; Gisele Lorient-Raymer; Grace Hiles; Irene Encarnacion; Jacqueline McNally; Janel Bloch; Jang-Chul Kim; Jeanne Pettit; Jennifer Kinsley; Jonathan McKenzie; Kathleen Fuegen; Kathy Carnes; Kebede Gemene; Kenneth Katkin; Kimberly Gelbwasser Lazzeri; Laura Sullivan; Lisa Holden; Ljubomir Nacev; Lynn Warner; Marc Leone; Marcos Misis; Matthew Zacate; Morteza Sadat-Hossieny; Philip McCartney; Rachael Banks; Richard Fox; Richard Gilson; Robert Brice; Ron Shaw; Sharon Vance; Stephen Johnson; Steve Crites; Steven Gores; Steven Weiss; Tamara O'Callaghan; Toru Sakaguchi; Vanessa Hunn
Cc: Deanna Karam; Erica Bluford; Frank Braun; Jason Vest; Kathryn Lovold; Katie Schuler; Sam R; Sami Dada; Sue Ott Rowlands; Sylretta Jones; Tammy Knochelmann; Collette Thompson; Benjamin Jager
Subject: Faculty Senate: April 23, 2018 Meeting at 3pm in SU 107B&C: Agenda, Minutes & Items
Attachments: Semester_Length_Memo-revised.pdf; COSFL_statement.pdf; ECC Draft Letter - Revised for Senate.pdf; Meeting Minutes 3-26-18.pdf; 2018 April Faculty Senate Agenda_4-23-18.docx



Greeting Faculty Senate,

Our Faculty Senate meeting is Monday, April 23 at 3pm in **SU 107B&C**.

Please review the attached documents & links for your voting, discussion & informational purposes.

Special Guest(s):

Dr. Ashish Vaidya, incoming NKU President

New Business:

VOTING ITEM; PCC: Recommendation to endorse the COSFL Statement on the Kentucky Budget Bill (see attachment: *COSFL Statement on Kentucky Budget Bill* dated 4-APR-2018). [attached]

Memo from the Faculty Executive Committee to Provost and Registrar (see accompanying draft memo dated 13-APR-2018). [attached]

Motions to change, endorse, block, etc. the memo will be considered.

UCC Voting:

VOTING ITEM: Approval of new program: Exercise Science MS
(<https://nku.curriculog.com/proposal:1847/form>). [linked]

VOTING ITEM: Approval of new concentration in MSN Psych Mental Health
(<https://nku.curriculog.com/proposal:2127/form>). [linked]

VOTING ITEM: Approval of new certificate in Post-MSN Psych Mental Health
(<https://nku.curriculog.com/proposal:2126/form>). [linked]

VOTING ITEM: Approval of new concentration in Teacher as Leader MA: Elementary Mathematics Specialist (<https://nku.curriculog.com/proposal:2073/form>). [linked]

VOTING ITEM: Approval of new concentration in Teacher as Leader Rank I Teaching MA: Elementary Mathematics Specialist (<https://nku.curriculog.com/proposal:2090/form>). [linked]

VOTING ITEM: Approval of new concentration in Teaching and Leading, Ed.S.: Elementary Mathematics Specialist (<https://nku.curriculog.com/proposal:2089/form>). [linked]

Discussion Item:

Recommendation from the PCC to adopt a resolution on the closure of the Early Childhood Center (see accompanying memo: *NKU Early Childhood Center* dated 5-APR-2018). [attached]

Gentle reminder:

The last Faculty Senate meeting of the 2017-2018 academic year is **Friday, May 4 in UC Ballroom** at approx. 1:30 pm. We will have our annual Faculty Senate Scholarship & Service Awards luncheon ceremony at 12 pm prior to the traditional meeting. Please be on the watch for an RSVP for the luncheon to all senators & guests this week via email.

In gratitude & we hope to see you Monday, April 23 in **SU 107B&C at 3pm**.
Faculty Senate office

Grace Hiles
Office of Faculty Senate
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| <http://facultysenate.nku.edu/>