

**FACULTY SENATE MEETING**  
**October 30, 2023**

**Members and Officers present:** Ryan Alverson, Terrance Anderson, Ginger Blackwell, Janel Bloch, Andrea Brooks, Carole Cangioni, Ronnie Chamberlain, David Childs, Josh Cooper, Joe Cress, Chris Curran, Charlisa Daniels, Jacqueline Emerine, Irene Encarnacion, John Farrar, Richard Fox, Kathleen Fuegen, Steven Gores, William Herzog, Lisa Holden, Steven Johnson, Boshra Karimi, Ken Katkin, Edward Kwon, Isabelle Lagadic, Chris Lawrence, Jitana Lee, Zeel Maheshwari, Nikk Pilato, Michael Providenti, Robert Salyer, Laura Sullivan, Jessica Taylor, Monica Wakefield, Zach Wells, Kim Yates

**Members and Officers absent:** Michael Baranowski, William Boyce, Olu Ekundayo, Marcos Misis, Hans Schellhas, Brittany Sorrell, Brandelyn Tosolt, Junxiu Zhou

**Guests:** Cady Short-Thompson (President), Matt Cecil (Provost), Steve Slone (Staff Congress), Lucy Burns (SGA), Grace Hiles (Faculty Senate Office), Diane Williams, James Human, Kristin Hornsby, Shelli Johnson, Laura Menard, Abdullah Al Bahrani, Dori Glance, Brooke Buckley, Vicki Cooper, Emily Detmer-Goebel, Brianna Marshall, Alar Lipping, Danielle McDonald, Holly Riffe, Kristi Horine, Shauna Reilly, Erin Strome, Kevin Kirby, Diana McGill, Hailley Fargo, Yaw Frimpong-Mansoh, Kevin Lotz, Karen Vietz, Kimberly Code, Tammy Knochelmann, Joe Cobb, Bonita Brown, Jason Vest, Grant Garber, Jennifer Kaiser, Phil McCartney, Catherine Neal, Dolores White, Emilie Carter, Stephanie Klatzke, Bethany Bowling, Amanda Andrews, Lee Kersting, Steve Meier, David Agard, Sharon Criss, Abdou Ndoeye, Irene Dell, Gardnerj, Caroline iPhoneXR

**Call to Order, Adoption of Agenda**

The meeting was called to order by Senate President John Farrar at 3:09 pm with a quorum present. The Coordinated Care presentation will be moved to either the November or December meeting; the agenda was adopted as amended.

**Approval of Minutes**

The minutes from the September 25, 2023 meeting were approved.

**Guest Reports:**

- **President (Cady Short-Thompson):**
  - Now that she is officially president, she has spent a busy month being interviewed and attending many events.
  - There is much happening at the university, including the recent announcement of Jeremy Alltop's departure. They plan to move quickly to find his replacement for the position of Vice President for Administration and Finance/Chief Financial Officer (CFO).
  - There are a number of different presentations at the meeting today. Christina Roybal, NKU's Athletic Director is on the agenda at her [President Short-Thompson] request. It is atypical for the AD to come to Faculty Senate but she wanted the Senate to see some of the presentation that was made to the Board of Regents (BOR) on how athletic program rosters can be enhanced. Student athletes are one of the most engaged group of students on campus, so various ways to recruit them are being considered.

- **Provost** (Matt Cecil): (See below for Academic Partnerships presentation).
- **Staff Congress Representative** (Steve Slone):
  - The Benevolent Association's objective is to provide support to fellow NKU employees (faculty and staff) during times of special need, such as catastrophic illness or other types of emergencies. Assistance is given in the form of sick time or financial assistance. Participation in the program and assistance provided are completely anonymous. Funding relies on voluntary contributions made by faculty and staff of sick/vacation hours and money raised at special events.
  - The Association's fall fundraising event is the Chili/Dessert cook-off which will be held on November 14, 11:00 am – 1:00 pm in the UC Ballroom. Admission to the cook-off is six hours of sick/vacation time or \$6.00. Donations of sick and/or vacation time are needed and strongly encouraged. The event includes a raffle and a Holiday Market, from 10:00 am – 2:00 pm. Table set-up fees and 10% of all sales from the market goes back to the Benevolent Association.
  - Volunteers are needed to make chili and desserts, to help with voting and to serve during the event.
  - Contact Tina Peebles or Kimberly Wiley (co-chairs of the Fundraising Committee) with any questions.
- **SGA Representative** (Lucy Burns):
  - They are very close to having the 25 student members needed to do the work of SGA. She asked faculty to continue to inform students that they are still looking for members.
- **Academic Partnerships presentation** (Matt Cecil, 1 attachment):
  - He appreciates the opportunity to share more about the changing agreement with Academic Partnerships (AP). The idea of renegotiating the contract came from the listening sessions with faculty last year. The CFO, Jeremy Alltop, and Interim President, Bonita Brown, met with AP's CEO to work on the new agreement. The proposed contract changes, summarized in the agenda materials, are: a reduced revenue share to AP, new programs in the next 24 months, \$100,000 annually to NKU to be used to improve processing of applications, and a reconciliation initiative where NKU and AP will share the burden of uncollected debt (previously, this was on NKU).
  - The new agreement extends the contract to 2031, five years beyond the original end date.
  - NKU cannot do what AP does, which is extensive marketing. They spend \$10-11 million on marketing, making 55,000 phone calls on behalf of NKU, which brings in 500 students.
  - NKU can expect a net new revenue from 2024 to 2028 of \$38 million to \$40 million.
  - Some programs will be removed from the agreement based on discussions with departments, such as Social Work, who will fare better outside the AP contract.
  - Conversations with PCC has resulted in plans to establish an effective faculty oversight committee; an advisory group will be formed to address issues through the shared governance process.
  - Faculty input via discussions, as well as Faculty Senate's statement, has resulted in a partnership that will be a strategic advantage to NKU. He will recommend that the Board approve the contract at their meeting next week. If approved, the contract will be effective January 1. NKU will then see a million plus gain in just one semester.

- He addressed questions/comments from senators on issues that included market saturation, the number of students who have enrolled at NKU because of AP, clarification on how department discussions took place, the possibility of renegotiating the shared burden if necessary, and exit clause conditions.
- **Athletics Department Presentation** (Christina Roybal, 1 attachment):
  - AD Roybal gave a presentation on a strategy for athletics enrollment. She provided a profile of the student athlete at NKU, and the proposal to expand current programs and add additional ones to bring an additional 250 athletes to campus.
  - Questions/comments from senators included the need for concrete evidence to show this proposal will make a demonstrative difference in enrollment, as well as the concern that the projected additional revenue does not include instructional costs.

**Officer Reports:**

- **Senate President** (John Farrar):
  - The provost has received the recommendation from the Academic Commons Work Group (See attachment). There will probably be a proposal from him at the next Senate meeting.
  - He has been working on a policy on Policies, which will be a positive update to the current one. The Coalition of Faculty Senate Leadership (COSFL), a statewide forum of senate/faculty leadership representing the eight public higher education institutions in the Commonwealth and the Kentucky Community and Technical College System (KCTCS), is currently discussing policy development and NKU stands out in this area.
  - He wrote and submitted an op-ed piece, published in LinkNKY on chronic state underfunding – Opinion: Why are NKU and WKU students worth less to Kentucky than their peers? (See attachment). NKU (and WKU) are below the average of Kentucky peers in per student funding, and this translates into approximately \$8 million less from the state for NKU. This correlates with a higher tuition rate for NKU and WKU students compared to their peers at Eastern, Morehead, and Murray. This issue is even more concerning since Kentucky has a billion dollars in surplus this year.
- **Vice President** (Jacqueline Emerine):
  - No report.
- **Secretary** (Laura Sullivan):
  - No report.
- **Parliamentarian** (David Childs):
  - No report.
- **Graduate Council Chair:** (Ginger Blackwell):
  - No report.

## Committee Reports:

- **University Curriculum Committee** (Richard Fox):
  - This week's meeting was canceled and moved to an email vote for the 6 items on the agenda.
  - There is a disagreement over a name change. The Department of Mathematics and Statistics wants to change the name of their Statistics major, and faculty from the School of Computing and Analytics have objected to it. The item should be on the November 19 agenda. Representatives from both units are drafting statements to better explain the issues (at the request of some UCC members who were unclear on the points of contention). Although the argument is not over who owns the name, Data Analytics, he would like the UCC to consider drafting a policy about name ownership.
  - One program has completed their SLO repository and review. In COI, both schools have finished or nearly finished the repositories or are working on the review. Other programs/departments/schools are working on them, but some have stated they will not be able to complete this work by the end of the academic year so this pursuit may continue into the next academic year.
  - Two new programs require approval under New Business today, STEM Master of Accountancy and STEM MBA, both coming from the College of Business.
  
- **Budget** (Janel Bloch):
  - The committee will meet after the next Board meeting. They are preparing for the university budget and state budget, as well as looking at ways to assist with lobbying for a more equitable state budget for NKU.
  - She is serving on the search committee for the Budget Director.
  
- **Benefits** (Charlisa Daniels):
  - The committee will meet next Wednesday to discuss the Faculty Development Award submissions.
  - Open Enrollment is currently underway with the deadline in approximately a week and a half.
  
- **Professional Concerns** (Kathleen Fuegen):
  - Last spring, the Senate approved a statement from the faculty regarding the agreement with AP. One of the recommendations from that statement was that there should be an analysis of every AP program to determine how many students need to be enrolled to generate revenue. There has not been such an analysis. The PCC learned that all revenue goes in the general fund. It has been too difficult to determine the costs associated with individual AP programs. Thus, it is now unknown how many students need to be enrolled in order to generate revenue in a given program.
  - A second recommendation was that the university should exercise greater oversight regarding the marketing of AP programs. AP must be held accountable for increasing enrollment in every program. The PCC learned that there is no real accountability for AP. AP puts marketing dollars where they think there are students. If there aren't many students in a program, AP is not going to market the program. If AP does not meet their enrollment projections, there are few negative consequences for them. By contrast, when traditional programs do not meet enrollment projections, there are cuts.

- Another recommendation was that the university not acquiesce to high-pressure tactics to admit students who are unprepared or to weaken curriculum. The faculty want assurance that, with this new revenue share, that there will no longer be high-pressure tactics. There needs to be a systematic way for faculty to safely voice these concerns, e.g., an advisory group around AP. Administrators who are part of the advisory group must incorporate faculty input, including that of school or program directors, into their interactions with AP.
- **TEEC** (Chris Lawrence):
  - The committee is developing information sheets to help faculty with peer review. Course reviews are also being created, as well as examining Canvas pages for consistency and to see if pages are best arranged for student access.
- **General Education Committee** (Andrea Brooks):
  - The committee met once this month with the focus on reviewing the Close-the-Loop forms that were submitted for the Natural Science and Culture & Creativity categories. These forms are the final step in the assessment process – where faculty scored student work, reflected on those results, and then implemented changes. The goal of the forms is to document those changes or actions taken. The results are insightful, both in terms of actions faculty are taking in light of assessment results and also enlightening for the committee as they think about the future of the assessment process and possible changes to that form.
  - On Wednesday, Close-the-Loop forms are due for those teaching in the Individual and Society, Cultural Pluralism, and Global Viewpoints categories. These will be reviewed at the beginning of next semester most likely, and then the plan will be to synthesize the insights learned and share with faculty
  - The committee’s next meeting is scheduled for November 7, where they plan to review new course proposals for Gen Ed. There have not been any submissions so that meeting may be canceled. Another November meeting is scheduled, in case proposals are submitted later in the month.
- **School Representative Work Group** (Chris Curran and Jacqueline Emerine):
  - At the group’s first meeting they looked at data, including the number of senators per unit over the past 12 years. Each member is also checking with their own unit to gain a sense of what the numbers will look like in January; the different units have varying ideas on how many senators are needed for them.
  - The group will meet again next week. They welcome any suggestions on this issue.

**New Business:**

- Voting item from UCC, STEM Master of Accountancy. More info at <https://nku.curriculog.com/proposal:6009/form>. Voting item from UCC, STEM MBA. More info at: <https://nku.curriculog.com/proposal:6008/form>

**MOTION PASSES.**

**Old Business:**

- There was no old business.

**Announcements** (John Farrar):

- Representatives are needed for the Parking Appeals Committee (30 minutes per month) and a College of Arts & Sciences representative for the Admissions and Academic Policy Committee (AAPC), Please email him if interested, farrarj1@nku.edu
- Nominations are open for:
  - At-large Senators—all colleges
  - Peer Review Advisory Committee (members and alternates)
  - Peer Review Hearing Committee (alternates)
  - Complaint Process Advisory Committee—all colleges and Steely Library
  - Financial Exigency CommitteeAlternates are important as there may be conflicts of interest that occur.
- Nominations are being accepted for Faculty Regent to fill the vacancy from January 1, 2024 to June 30, 2024. An election for the full term will occur in the spring. Information on nominations and process at <https://inside.nku.edu/facultysenate/elections-nominations/FacultySenateNominationsAndElections.html>
- Nominations are accepted for Faculty Senate Secretary to fill a vacancy until June 30, 2024. Send nominations to John Farrar ([farrarj1@nku.edu](mailto:farrarj1@nku.edu)) or Grace Hiles ([hilesg1@nku.edu](mailto:hilesg1@nku.edu)). The usual election of officers will begin with a call for nominations in December with the vote in January 2024.

### **Adjournment**

The meeting was adjourned at 4:57 pm.

Respectfully submitted,

Laura A. Sullivan  
Secretary

# ACADEMIC COMMONS RECOMMENDATIONS

**Draft 9/25/2023**

## **CHARGE & BOARD APPROVAL**

The Academic Commons workgroup began meeting in January 2023 to discuss the future of academic student support at NKU. This effort overlaps with Success by Design and the budget Repositioning plan. The charge presented to the workgroup by the Provost was to:

1. Catalog current academic support services at NKU.
2. Evaluate current and future student demographics and the different types of learners at NKU.
3. Make recommendations to align academic support services with our current, future, and emerging student populations.
4. Make recommendations about placing academic support services within the Academic Commons.
5. Make recommendations for appropriate administrative and organizational structures within the Academic Commons.

While budget savings are an anticipated outcome, the primary goals of the workgroup were to design a collegial system of exceptional academic support services for all students that is custom to the needs of NKU. Early on, the workgroup recognized that NKU already does excellent work in student academic support. The task then was one of scaling up, coordination, and an intentional symbiosis of current offerings followed by an extension to meet the needs of all students. Co-locating services has a definite benefit, which we see in the university center and library, but this project is not limited to location. A key question has been to consider what services would benefit from co-location, coordination, integration, and/or co-administration to create a meaningful and seamless student experience.

Following a brief presentation of the workgroup's vision statement by Provost Matt Cecil, the Board of Regents approved the following resolution on March 15, 2023, formally establishing an Academic Commons:

---

WHEREAS, the University currently operates many academic support services units across campus;

WHEREAS, consolidation of these units into a single, centralized location and resource will enhance student success, improve communication between support units, and foster a sense of community on campus;

WHEREAS, the Board of Regents has the authority to establish centers, institutes, and similar University academic units; and

WHEREAS, the proposed Academic Commons will significantly enhance the academic support resources that the University offers to its students.

BE IT RESOLVED that the Board of Regents approves the creation and establishment of the Academic Commons at Northern Kentucky University.

---

## **RECOMMENDATIONS**

The Academic Commons (AC) is a coordinated group of student-focused learning resources and services designed to give students convenient access to academic support services in a student-friendly environment designed to enhance access and collaboration as well as student success. The Academic Commons brings together units that complement the classroom learning experience and empower students to achieve their academic goals.

The workgroup has distinguished between co-location and co-ordination of services. The workgroup clearly recognizes the benefits of co-location of services. Concurrently, we also realize the physical space limitations at NKU. The workgroup recommends that the implementation of the Academic Commons be approached in phases.

The primary focus of the short-term recommendations is for co-ordination of “core” services under a single leader while considering extended services and co-location (and the location of adjacent services) in the longer term.

Additionally, an Advisory board is highly recommended to be formed by leadership to help guide the implementation and future direction of the Academic Commons.

**Phase I:** The first phase of implementation should focus on the below identified “core” services.

Categories/ Functions	Content Comprehension	Learning Skills/ Navigating College	Research Assistance	Learning Resources/ Learning Tech Support
Peer	<ul style="list-style-type: none"> <li>Tutoring</li> <li>Supplemental Instruction</li> <li>Writing Assistance</li> </ul>	<ul style="list-style-type: none"> <li>First-Year Experience Programming</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Learning tool support (Canvas, Microsoft)</li> </ul>
Professional	<ul style="list-style-type: none"> <li>Standardized Test Prep</li> </ul>	<ul style="list-style-type: none"> <li>First-Year Experience Programming</li> </ul>	<ul style="list-style-type: none"> <li>Assignment-based Research Support</li> </ul>	<ul style="list-style-type: none"> <li>Textbook Lending</li> <li>Learning tool support (Canvas, Microsoft)</li> </ul>
Extended	<i>Further exploration in Phase 2</i>			

The AC workgroup has attempted to focus on the service functions required by students, but some of these functions are synonymous with NKU units. In addition, the workgroup identified some service gaps, such as standardized test preparation, learning strategies and metacognition, and comprehensive learning tool support. Some of these functions are currently offered in a distributed way by many units.

Overarching the categories of support for students is a need for triage service. Triage currently exists, but in a scattered, uncoordinated way across many units. Members of the triage team will have a comprehensive knowledge of the learning assistance services available to students in the AC and across the university. Accordingly, these individuals will be responsible for identifying the needs of the student and connecting them to resources.

Currently, much of these functions and services are already occurring in the library, which has long served as an academic hub on campus. As such, the library is a natural fit for the phase 1 “core” inclusion in the Commons.

**Phase 2:** Beyond the initial implementation of “core” services, the Academic Commons workgroup identified several phase 2 services that would potentially benefit from or bring benefit to the coordination and co-location of the Academic Commons. However, their breadth and/or complexity require more discussion for longer term inclusion or exclusion from the Commons. In short, these services make some sense to include in the Commons, but there is good rationale for leaving them in independent, but adjacent, units.

As a result, we recommend that the Honors College, Study Abroad, undergraduate research support, Testing Services, Student Accessibility, and Peer Mentoring be included in further discussion by the leadership of the Academic Commons with the NKU community.

**Phase 3 (long term):** The AC workgroup clearly identified the benefits of an intentionally designed, purpose-built physical and virtual space for the Academic Commons. This space is envisioned to be multipurpose, collaborative, comfortable, welcoming, and functional. The Commons will nurture an atmosphere of intellectual curiosity and creativity, encouraging cross-disciplinary dialogue and innovative scholarship. In addition to the core service delivery of the AC, the student-friendly physical space would accommodate lounging, studying, and recharging.

An ongoing challenge of the implementation of the Academic Commons will be how to deliver these services to online, evening and working students, and commuters. Additionally, the design and implementation of an online space to facilitate intellectual curiosity, creativity, dialogue, and scholarship must be a priority.



## PROPOSED CONTRACT CHANGES

### 1. Reduce Revenue Share to AP

- *New Programs* (less than three years from its start date): 50 percent revenue share unless
  - AP compensation > \$23.75 million; then 49.5 percent share
  - AP compensation > \$25 million; then 49 percent share
- *Existing Programs* (three or more years from start date): 47 percent revenue share unless
  - AP compensation is \$22.5 million to \$23.75 million; then 46 percent share
  - AP compensation is \$23.75 million to \$25 million; then 45 percent share
  - AP compensation is >\$25 million; then 44 percent share

### 2. New Programs

- NKU agrees to offer new AOL programs in the next 24 months
- Have identified 12 new programs in education, health care, business, and computer science to offer beginning Fall 2024

### 3. Processing Initiative

- AP provides NKU \$100,000 annually to be used to improve processing of applications

### 4. Reconciliation Initiative

- NKU and AP will share the burden of uncollected debt
- Previously, NKU was obligated to pay revenue share on uncollected debt

### 5. Terms

- New revenue shares and other initiatives effective January 1, 2024
- New agreement extends contract terms five years beyond original end date, now runs to 2031

## IMPACT OF AP PARTNERSHIP

### Current Agreement

- 4,800 to 5,000 enrolled students in more than 30 accelerated online programs in FY24
- Revenue in excess of \$40 million and expenses of \$20 million in FY24, net approximately \$20 million to NKU

### New Contract

- Net new revenue to NKU, 2024 to 2028 of **\$38 million to \$40 million** plus expense reductions
- Estimated additional enrollments of 1,000 to 1,500 annually by 2028