

**University of Denver
Faculty Senate
Minutes
October 21, 2011
Renaissance Room South**

Senators (or proxies) present: Bill Anderson, Kim Bender, Mercedes Calbi, Jennifer Campbell, Frederique Chevillot, J. Michael Daniels, Ralph DiFranco, Judith Fox, Stacey Freedenthal, Katherine Freeman, Chris Gautier-Dickey, James Gilroy, Sylvia Hall-Ellis, Peter Hanson (proxy for Jing Sun), Annabeth Headrick, John Hill (Secretary), Laird Hunt, Tim Hurley, Scott Johns, Tammy Keunnen, Rick Leaman, Tiffani Lennon, Scott Leutenegger, Jeff Lin, Mario Lopez, Sandy Macke, Mohammad Matin, Don McCubbrey (President), Steven McDonald (proxy for Allison Hosley), Erin Meyer, Keith Miller, Suzanna Moran, Jessica Munns, Ved Nanda, Vi Narapareddy, Alba Newman-Holmes, Paul Novak, Linda Olson, Pallub Paul, George Potts, Martin Quigley, Tom Quinn, Jeremy Reynolds, Polina Rikoun, Karen Riley, Nicholas Rockwell, Nancy Sampson, Sheila Schroeder, Robert Stencel, Paul Sutton, Ron Throupe, Erika Trigoso, Bruce Uhrmacher, and Yun-Bo Yi (proxy for Maciej Kumosa).

Call to Order, Approval of Minutes

Don McCubbrey, Senate President, called the meeting to order at noon.

A motion to approve the minutes from the September 23, 2011 Senate meeting was seconded and approved.

Provost's Report and Questions

Enrollments have held solid: at the end of the third week we have 1243 first year students versus the budget of 1200, and 210 transfer students versus the budget of 200. These will help offset some unexpected down turns in some graduate units. The Daniels MBA and Executive MBA enrollments are lower than expected; Education enrollments are also lower than expected, particularly for Library Science. These are not insignificant hits, and our excess operating margin is not high.

FY13 budget conversations are underway with the 47 units. The discussions are going well. Our principle foci are faculty salaries and financial aid. We have very good comparative data which indicate that we need to increase faculty salaries by about \$7-9 million annually. It will take some years to accomplish this, but we are committed to getting it done.

We have 51 Libyan students. All of them have their fees covered through summer 2012. The broker agent in Canada has visited with the new government in Tripoli and believes that funding for these students will continue beyond 2012.

We are putting together a search committee for a new dean for the Graduate School of Professional Psychology. The committee will be headed by James Herbert Williams.

We are holding off on the SECS dean search for now. We need to figure a few things out before we start the search.

We are in negotiations with a candidate for Vice Chancellor, Technology Services. We expect a January start.

Strategic Academic Priorities

This initiative was started in February of last year. The six committees did an excellent job in a very short amount of time. Each committee was charged with presenting their top three priorities; not surprisingly, each committee developed more than three recommendations.

In July the committees' recommendations were reviewed by me, the deans, and the committee chairs; two or three drafts were circulated and shared. Three drafts have been reviewed by the chancellor. The most recent draft is now being reviewed by me, the deans, and the committee chairs.

The context for these initiatives is different than the usual academic planning concerns. Higher education is facing its biggest challenge in 60-70 years. Fundamental questions about the value and cost of higher education are regularly in the news. There is constant criticism of the bloated universities, and faculty who do too much research and do not teach enough. There is talk of rationalizing, streamlining, and refocusing on degree earning. DU is extraordinarily lean: faculty teach more than elsewhere; staff perform many big jobs that are performed by faculty elsewhere, the provost has 43 direct reports. A number of privates will not survive these challenges; especially small liberal arts colleges without significant endowments. Some of the publics are struggling with cost cutting and removal of mundane services.

We have to pay attention to these matters and position ourselves for the next decade, particularly with respect to academics, financial aid, and admissions.

We are naming the strategic initiatives "Renew DU." We will create several incubators around the initiative proposed by the committees:

- Interdisciplinary Development
- International Research and Education
- Inclusive Excellence
- Faculty Research

We will provide about \$2 million in one-time funding for these incubators for experiments and pilot tests. If more money is needed we will find it. We intend these to be faculty driven with faculty proposing and testing ideas. The Renew DU report will be sent to faculty.

Other initiatives are:

- Office of Teaching and Learning—this will focus on teaching development and the adoption of academic technology.
- Center for Quantitative Reasoning—This would be similar to the Writing Center.
- Faculty Enhancement Project—this includes elements such as the faculty salary initiative, funds to attract extraordinary faculty members, enhanced sabbatical awards, graduate Research Assistant tuition expense, and faculty lifecycle contracts that allow more flexibility in the teaching-research workload balance.

Responses to Questions:

The \$7-9 million faculty salary adjustments will probably take place over 3 or 4 years. They will be merit based rather than across-the-board increases. They will be based on merit, equity and competitiveness. The process will be transparent. Funds for this are proposed for the FY13 budget.

President's Report and Question—Don McCubbrey

The administrator evaluations have been completed; we had 45 percent participation.

We normally have one faculty club event per quarter, but they have not been well attended. So we will try to combine it with some other event such as the tenure celebration or the university lecture. Please send your ideas and suggestions.

Don reminded the Senate of the following upcoming events:

- Provost's Conference: Friday, October 28, 9 am to 3 pm
- Chancellor's Roundtable: Friday, November 4, 1 pm to 2 pm
- Next Faculty Senate Meeting: Friday, November 18 11:30 am to 1:30 pm
- The complete Senate calendar and Senate documents are available at:
<http://www.du.edu/facsen>

Update on Supplier Code of Conduct and Bookstore—Craig Woody, Vice Chancellor, Business and Financial Affairs

Supplier Code of Conduct

The faculty Senate advanced the idea of developing a Supplier Code of Conduct. A draft has been prepared and it includes the following elements:

- Compliance with Applicable Laws and Regulations
- Health and Safety
- Child and Forced Labor
- Wages and Benefits
- Harassment or Abuse
- Discrimination
- Freedom of Association
- Sustainability
- Subcontractors
- Conflicts of Interest
- Privacy and Security
- Ineligible Vendors
- Other Laws
- Visitation Policy
- Publicity

The draft is lengthy, robust, and reflects DU values. We intend to take it to the Board of Trustees in January. The draft has not yet been reviewed by the Provost, counsel, or the Staff Advisory Council.

In response to a question, Craig stated the draft will be posted for faculty review after the internal reviews are completed, but before it goes to the Board of Trustees.

Bookstore Outsourcing

The University is negotiating with Follett Higher Education Group, Inc., to provide contract management services for the University Bookstore. We anticipate that the contract will be executed and implemented prior to the beginning of the winter 2012 academic term.

An Advisory Committee of faculty, students, and staff was involved in the solicitation and review of proposals from 3 contractors in a nation-wide RFP process over the summer and into the fall. Our plan is to continue the Committee's input with the vendor, bookstore staff, faculty, university staff, and the administration.

Pricing strategy should remain the same in all major lines. Facilitating faculty adoptions and timely availability of course materials in new, used, rental, and e-content will be among our primary goals.

In response to a question about the impact of ebooks, Craig stated that student use of rentals, electronic books, and used books is increasing, and we intend to be at the forefront. Follet is agnostic regarding ebook readers.

Don McCubbrey added that we want to increase the use of Open Education Resources. A student group has formed around this topic; we will have more information at the November meeting.

University of Denver Retirement Plan

An Investment Advisory Committee, including representatives of Human Resources, the Faculty Senate, the Resource Center for Retired University Personnel and the Staff Advisory Council, with the assistance of the Multnomah Group, has evaluated and recommended to the administration that TIAA-CREF be selected as the exclusive retirement plan vendor. Benefits of this arrangement include a reduction in plan expenses, compliance with regulations and meeting fiduciary responsibilities, improved investment choices, and service enhancements.

Communication and implementation will occur in the first half of calendar 2012, subject to the Board of Trustees' approval of the recommended changes. TIAA-CREF is currently the choice of 87 percent of DU employees. DU retirement accounts total about \$400 million.

Health Care and DU-provided Health Insurance

Healthcare costs have been rising by about 9 percent annually for the last decade. Consequently, we are in the early stages of evaluating potential changes in plan design that will benefit University Employees, as well as the University plan sponsor, by reducing the rate of increase in annual premiums without compromising the delivery of care. While it's premature to speculate on potential changes, if any, we are certain that the current trend in health insurance premiums is not sustainable. As we develop the analysis with our benefits broker, Lockton, we intend to involve Faculty Senate and Staff Advisory Council in a similar manner as described above with the Bookstore Outsourcing and Investment Advisory Committees.

Update on Honor Code—Mike Kerwin and Kristin Olson

We are here to provide a status report as we continue into the second year of the new honor code. About 18 months ago we briefed the Senate about our investigation of the honor code and presented some recommendations. We want to acknowledge the work of and thank the Honor Code Advisory Committee and Senators Frederique Chevillot and Tim Hurley.

So, how is the new honor code working? There are some improvements and some things remain unchanged. First year students report they initially hear a lot about it, but mention of the honor code declines as they proceed. We ask that you talk about it in your classes, get involved with our committees, take advantage of technology such as SafeAssign, and think of alternative ways to structure exams. We want to collaborate with faculty on initiatives.

October 31st through November 5th is Honor Code Celebration Week. More information is available at <http://www.du.edu/studentlife/>. CTL has a portfolio site on academic integrity.

In response to a question Kristin Olson stated that awareness is increasing and the increase in reported incidents is likely due to reporting rather than a decline in compliance.

Please contact Mike or Kristin if you have questions or comments, or wish to participate.

Research update (FRF, PROF)—Cathy Potter

Three announcements are out and will be posted on the Senate website later today:

Faculty Research Fund (FRF) grants aim to stimulate research, scholarship, and creative activity by the University of Denver faculty. These are awarded in the fall and spring; fall proposals are due November 2, 2011. We have met with the Senate committee to examine the structure, amounts, and how well faculty is served by the current FRF approach. Please be sure to resubmit and encourage your colleagues to resubmit applications. We do provide feedback and comments that can lead to funding of resubmitted proposals.

Professional Research Opportunities for Faculty (PROF) grants are intended to support and increase scholarly and creative activity in a manner that enhances DU's reputation and supports increased external funding for research, scholarship and creative work. Individual grants are up to \$20,000; interdisciplinary grants are up to \$30,000 and are expected to lead to external funding. Proposals are due on January 17, 2012.

Personnel Committee Update—Scott Leutenegger

Scott provided an update on the APT document revisions that are underway. Today there is a town hall for non-tenure track faculty at Olin Hall at 2:00 pm. A second town hall for non-tenure track faculty will be held at Ruffatto Hall next Wednesday.

There has been lots of concern expressed about the possibility of adding language about the three- year review. We are trying to rewrite the language so that it addresses concerns and makes sense. Our intention is to provide meaningful feedback at the three year point and avoid surprises at the six or seven year point. We also want to include public good and address academic freedom in a meaningful way.

Please send us your comments and suggestions.

We will bring this proposed text to the full Senate for a vote before we put it into the APT document.

Don McCubbrey stated that longer contracts are on the table.

Meet Kevin Carrol—Vice Chancellor, University Communications

Thank you for inviting me today. I have lived extensively on the east coast, but have been in Denver the last 15 years. I have a lot of experience with for-profits, but this opportunity at DU aligns well with my personal values.

I want to briefly note four items today:

1. The DU reality is better than the reputation. We have great teaching and research. We will work to elevate the reputation.
2. Bring together and share, internally and externally, all of the great stories on this campus.
3. We will use a “try, test, and learn” process using print, digital, and other media. We have to address a variety of audiences.
4. (Most important) Stay close to you. You are what DU is about. Please send us your ideas and suggestions for stories or promotions. We will get back to you.

In response to a question asking for elaboration about DU’s reputation Kevin stated “we are known as a pretty good school,” but we are better than that. We are known for some things pretty well, but many other things we do are not known.

Don McCubbrey asked about the pending Metro State name change. Kevin stated that a national survey has been done and the word “Denver” anywhere in the name would create confusion, especially since it would be the third university with the word “Denver” in its name. We are negotiating the situation. Metro has as much to lose as to gain.

Committee Reports

Student Relations—Paul Novak

We are continuing to work on the gift policy and plan to present something at the next Senate meeting. Student government leaders and the international students organization have asked for more information and clarity around this question.

Academic Planning—Linda Olson

We are reviewing the FRF processes and goals. We want to increase the number of proposals submitted and the number of resubmitted proposals. We are also evaluating the structure and amounts of the awards. We are considering a December workshop to provide tips on the preparation of FRF and PROF grant applications.

Teaching Excellence Initiative—We have up to three units that are attempting to model departmental excellence in teaching; math, accounting, and AHSS are contemplating departmental initiatives. Please let us know if your department is possibly interested in participating in this. We are trying to elevate the academic experience for our increasingly better prepared students. We are working with Jeanette Benson to revise elements of the teaching evaluation instrument.

Penrose Library recent changes:

- Established reading rooms at the Hamden location;
- Periodicals can be held on carts at Driscoll so that they do not need to be taken to offices; and
- Several new databases have been added to the Penrose collection.

Don McCubbrey added that Academic planning did an excellent job last year and everyone should read their report which is posted on the Senate website.

Finance Committee—Rick Leaman

We have compiled data on several metrics comparing our status with peer institutions on matters such as faculty salaries, research funding, and spending per student. The results are posted on the Senate website.

Adjourn

The meeting adjourned at 1:30 pm.

Prepared and submitted by

John Hill
Faculty Senate Secretary