

**University of Denver  
Faculty Senate  
Minutes  
October 15, 2010  
Renaissance Room South**

**Senators (or proxies) present:** Bill Anderson, Kim Bender, Frederique Chevillot, Larry Conyers, Christof Demont-Heinrich, Ralph DiFranco, Sandy Dixon, Rafael Fajardo, Judith Fox, Katherine Freeman, Chris GauthierDickey, Mike Harris, John Hill (Secretary), Jennifer Hoffman, Allison Horsley, Ruth Ann Jebe, Scott Johns, Arthur Jones, Maciej Kumosa, Frank Laird, Rick Leaman, Tiffani Lennon, Scott Leutenegger, Michael Levine-Clark (Past President), Mario Lopez, Sandra Macke, Mohammad Matin, Don McCubbrey (President), Paul Michalec, Robert Mill, Suzanna Moran, Alba Newmann-Holmes, Paul Novak, George Potts, Martin Quigley, Tom Quinn, Charles Reichardt, Nicholas Rockwell, Robert Stencel, Matthew Taylor (Proxy for Paul Sutton), Bruce Uhrmacher, Gordon von Stroh, Nancy Wadsworth and Linda Wang.

**Call to Order, Approval of Minutes**

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

A motion to approve the minutes from September 17, 2010 was seconded and approved.

Don McCubbrey reminded the Senate of several upcoming events:

- Faculty Club, October 13<sup>th</sup>, 4-6pm
- Chancellor's Roundtable: Friday, October 22<sup>nd</sup>, 1-2pm
- Provost Conference: Friday, October 29<sup>th</sup>, 9-3pm
- Next Faculty Senate Meeting: Friday, November 12<sup>th</sup>, 11:30am-1:30pm
- Senate Appreciation Reception, November 18<sup>th</sup>, 4pm-6pm

**Provost's Report and Questions**

The Provost reported the following:

**Enrollments**—There are no significant enrollment changes since last month's report. Entering students are 1231 versus the plan of 1230. Overall, we have 130 more undergraduates than budgeted. This will lead to some budget changes and stress on class sizes. We expect to have this fixed by winter quarter. Fall-to-fall persistence hovers in the mid-90s for small colleges; it is 65 to 70 percent for some publics. This year we are at 87.9 percent, which is the highest in five years; our goal is greater than 90 percent. Graduate enrollments are in good shape. The non-traditional undergraduate units (i.e., University College, The Women's College) are facing hard times and did not meet goals.

**Budget**—The FY 2012 budget conversations have started, but there is nothing yet to report.

The raise pool of two percent has been approved. This is not a very large pool, particularly on the heels of the prior year's zero percent raise pool. The raise pool is based on what we can afford and is strongly linked to tuition; this year's tuition increase was 2.91 percent. There will also be a one percent bonus pool; these are one-time payments and will not be added to salary base. The two percent amount is available to all eligible employees per the established criteria and processes. We expect that 1.75 percent will be distributed to the units and 0.25 percent will be held back; the Dean's may also hold back some amount. The bonus pool will be held entirely at the executive level (i.e., Chancellor, Provost, Vice Chancellors, etc.) and distributed based on recommendations.

Responses to questions and comments regarding the budget:

We are still about \$12K behind our peers in terms of average faculty salary, but we have made progress over the past few years: promotions from Assistant to Associate now earn a \$7K increase, and promotions from Associate to Full now earn a \$12K increase. We added \$3 million to the faculty pool two years ago. There is no question we still have work to do on this.

We have put enormous dollars into Financial Aid the past few years. To meet the average need we need about \$6 to 8 million per year.

How does the Board of Trustees view the situation? They see our priorities thusly: we have to pay for talent, limit expenses and invest in excellence broadly defined. There is huge pressure on the units to cut expenses, but the atmosphere is not adversarial. I do not only speak to the Board about budget, risks, and expenses. I also tell them what you are doing and about the outcomes you produce with students.

The Provost brought many copies of the New Faculty booklet (it is also available on the Provost's webpage) and noted that we added 76 faculty this year. Not all were new positions; 30 tenure track and 46 lecturers were added. Hiring lecturers is a big trend in the United States; hiring adjuncts is an even bigger trend.

**Searches**—Several searches are underway. The searches for the Vice Chancellor for Technology Services and the Vice Chancellor for University Communications are just beginning. A Committee has been established and applicants are being reviewed for Human Relations Director. Candidate visits will occur within a few weeks for the Director of the Center for Community Engagement and Service Learning (CCESL). An internal announcement has been posted for the Office of Internationalization. It is pretty much a buyer's market for such searches.

**Summer Term**—We will continue to try to do better with the summer term. It is currently highly decentralized and a very small part of the student experience. It is now about 1/3 of a regular term and varies widely among units. We hope to increase the summer term by 25 percent next summer and by 40 percent within four years.

There are many concerns and issues with a summer term and they have been previously discussed by the Senate. Summer is a prime time for research, creative work and scholarship; we don't want to distract from these. Initially, compensation for summer teaching will be based on the current model. The summer term may comprise shorter, more intensive sessions. The Senate previously indicated it was not keen about making it a "regular" term. We will encourage online courses since this seems to be preferred by students because many of them may travel or work during the summer.

Our principle focus is undergraduate students. We need to do this well. We will work closely with the Center for Teaching and Learning. Our goal is to have 25 courses up and running within four years. We may plan coherent offerings such that certain minor offerings are "bundled." We will attempt to match regular year financial aid. This entire matter hinges on student demand. We will post information about this at the "Summer Term" website.

This is not as bold as some Trustees wanted, but we need to proceed in a thoughtful piecemeal way. We will have to change the thinking of deans and faculty.

### **Administrator Evaluations, Research Update, and United Way**

Don McCubbrey, Senate President, reported:

Nancy Sampson has been elected to the DU Athletic Hall of Fame. A motion of "Recognition and Congratulations" was made, seconded, and unanimously approved.

Administrator evaluations are completed and results will be posted by next week on the Senate website. Approximately 50 percent of faculty participated.

FRF grant applications are due on October 29, 2010.

The PROF grant RFP will be out soon. Proposals will be due in January, and awards will be made in March or April. Cathy Potter will discuss this at our November meeting. There will be two or three interdisciplinary grants of \$50K. These are intended as seed grants to help secure more substantial grants from outside sources.

The United Way campaign will run from November 1<sup>st</sup> through November 19<sup>th</sup>. The need is great, especially in these economic times. Please participate.

### **HLC Reaccreditation Visit—Jennifer Karas**

The HLC visit will occur November 8<sup>th</sup> through 10<sup>th</sup>. The final agenda for the visitors will not be set until the morning of November 8<sup>th</sup>. A principle purpose of the visit is for the HLC committee to validate what they have learned from the Self-Study Report. We expect there will be at least one open forum.

We should all be open and ready for conversation; encourage your fellow faculty and staff to participate.

We expect to receive a draft report in December and a final report in January.

The HLC has five criteria and these are addressed in detail in our Self-Study Report:

- Mission and Integrity
- Planning for the Future
- Student Learning and Effective Teaching
- Acquisition, Discovery, and Application of Knowledge
- Engagement and Service

There are six simple things to do before and during the HLC visit:

1. Visit the DU “Accreditation 2010” web site <http://www.du.edu/accreditation2010/> for FAQs, a pdf of the Self-Study document, and other background information.
2. Become familiar with or re-familiarize yourself with the DU Vision, Values, Mission, and Goals (<http://www.du.edu/chancellor/vision/>) and consider how they affect your experience at DU.
3. Try to be available during the on-campus visit. We will have a preliminary schedule before the visit, but the team will not finalize it until Monday, November 8th.
4. Speak openly and honestly about your experiences at DU should you have the opportunity to interact with one or more of the visitors.
5. We encourage everyone to attend open forums for faculty, staff, students, and administrators scheduled during the visit.
6. If any team member requests information, please pass that request along to Jennifer ([jkaras@du.edu](mailto:jkaras@du.edu)) or Janette ([jbenson@du.edu](mailto:jbenson@du.edu)) so that we may follow up.

An eight page Executive Summary and the full Self-Study Report are available at the “Accreditation 2010” website. The full Self-Study is a very detailed and remarkable document about the University of Denver.

### **Distance Learning Council—Jim Davis, Chair**

Thank you for inviting me. I will provide some background information and then describe the role of the DLC and how it functions.

The University has regular reporting requirements with its accrediting body, the North Central Association of Colleges and Schools Higher Learning Commission. In the fall 2005 DU administration reported two new programs from University College capable of being taken entirely online. University College was already offering most of its programs online.

In the spring of 2006 HLC noticed these programs and in effect said “you can’t do that.” Why not? Because new programs capable of being taken entirely online must go through a direct approval process with HLC.

HLC explained what we needed to do to get approval, and provided a thick manual with a complex application process. As we prepared our response, we discovered some institutions have a “no prior approval” status. This means an institution does not have to submit every new program directly to HLC once HLC develops enough confidence in the institution to monitor and approve its own programs. Such “no prior approval” status institutions are required to file regular reports.

After HLC reviewed our written response, there was an HLC site visit. Three visitors looked at all aspects of what University College was doing. There was forceful advocacy by the Provost and we gained “no prior approval” status. A condition of that approval was to establish DLC.

The Provost asked me to chair the DLC and agreed that the expertise of members was key, not representativeness. The members of the DLC are:

Jean East, Graduate School of Social Work

Jeff Engelstad, Real Estate and Construction Management, Daniels College of Business

Carrie Forbes, Penrose Librarian

John Hill, University College

Mike Keables, Natural Sciences and Mathematics

Kathy Keairns, Center for Teaching and Learning

Tiffani Lennon, Faculty Senate

Paul Novak, University College

David Thomson, College of Law

DLC began to meet to define its work, discussing questions such as: What is Distance Learning? What constitutes a program? How will program requests be reviewed? We prepared ourselves to review programs; for a while there were no requests for reviews. We are currently reviewing two requests for approval.

We have already run two workshops: 1) What is a Distance Learning Course?, and 2) Examples of Distance Learning Courses and Techniques.

Jim handed out several DLC documents related to proposals, approval processes, and guidelines.

Further information about the Distance Learning Council and DLC documents are available at: <https://portfolio.du.edu/dlc>

## **Committee Reports**

Don McCubbrey announced that Jennifer Campbell has been nominated to serve as Editor for the Faculty Forum. A vote was held and Jennifer was elected by a unanimous vote of the Senate.

### **NCR—Frederique Chevillot**

Frederique briefly described the duties of NCR which include conducting elections, tracking Senate and Senate Committee memberships, tracking the Senate Constitution and By-laws, and working on matters such as Senate reapportionment and the grievance policy.

### **Academic Planning—Gordon von Stroh on behalf of Linda Olson**

A principal focus is the promotion of continuous learning around the teaching process. We seek to help faculty improve their effectiveness; CTL is helping enthusiastically with this initiative. The Assessment organization is also involved. Don McCubbrey noted that the “better” students we are recruiting deserve better teaching.

A second focus is the curriculum review and development process. We are learning about the processes used at other Universities and comparing them with the processes used at DU. This information will be shared with deans and directors.

Jennifer Karas noted the importance of incorporating assessment feedback into the curriculum.

The Committee welcomes comments and suggestions.

### **Adjourn**

The meeting of the full Senate adjourned at 1:00 pm, and the Senate Committees met.

### **Prepared and submitted by**

John Hill  
Faculty Senate Secretary