



**Eastern Michigan University**  
***Faculty Senate Minutes (approved 10/24/18)***

**Session-3**

3.00—5.00 pm October 10<sup>th</sup>, 2018 300 Student Center

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Present: Pressley-Sanon, Reedy, Eisenbach, Elton, Kashliev, Hayworth, Neufeld, Kahn Welsh, McMahan, Curran, Peavler, Pawlowski, Walts, Karpiak, Staunton, Millán, Spragg, Mistry, Trewn, Willis, Saldanha, Rahman, Chou, Benjeri, Barton, Leon, Lee, McVey, Mannari, Tout, McCleary, Cardon, Brodsky, Becker

Guests/Non-Voting: Smith, Longworth, Kullberg, Carpenter

- I. **Approval of the Agenda** 3:08 pm  
**Motion to approve agenda** – motion carries (all in favor, 0 oppose, 0 abstention)
- II. **Approval of the Minutes of 09-26-2018** 3:08 pm  
**Motion to approve minutes**– motion carries with 2 abstentions
- III. **Photo Session: Full Senate and Senate Executive Board** 3:09 pm  
Took group photos (of entire Senate and of Executive Board) for the website and to display in the Senate office
- IV. **Discussions** 3:30 pm
- A. President James Smith provided answers to a prepared list of questions that Senate provided in advance prior to today's meeting:
1. What changes are you making in seeking faculty participation and input based on the letter Senate sent last year? Where do you see the role for faculty in your vision for the university and what are our means for input to be involved in your vision?
    - Explained that input and participation are different. Input is contractual, and, for example, the Senate provides input to the Provost. We may not always agree on the input; however, President Smith reaffirmed his commitment to soliciting input and to doing this as early as possible when it applies. Participation is broader, and there will be opportunities for faculty to participate in conversations about many important things, like the Strategic Plan. Will use a formal input process to identify elements of the strategic plan as the university works to revise this. There is also a need for informal dialogue, and the President has tried to create opportunities for that.
    - There is also a need for informal dialogue and assistance of faculty. For example, convened a workgroup to discuss how policy on campus may change if state's marijuana laws change. Also, Senate President and VP, Provost, and EMU President have agreed to meet regularly, which is an important first step toward fostering dialogue.
    - Smith reiterated that the university needs to hear from faculty, who are the heart of the university, and he will be happy to return again this year if the invitation is available.
  2. Speak concretely about your sense of the experience of minority students on campus as well as the climate around race and diversity more generally at EMU. What steps will be undertaken this year to demonstrate that the university lives up to its vision statement? What actions are being taken to address the students' 10 point plan and the recommendations from the diversity and inclusion report?
    - President Smith explained that because of who he is, he felt unqualified to speak for minority students; however, he said he believes it is important to listen to the voices of minority students. The Commission on Diversity and Inclusion (DCI) was created to get more input points and has made the Black Students Ten Point Plan a priority. They are working on the campus climate assessment to develop a baseline understanding of minority student issues. A new website was created, and the central idea is to provide access to resources and promote campus-wide events

that have a diversity focus. The CDI has had long discussions about a Chief Diversity Officer but have not come to a conclusion about what this position will look like and entail.

- Have also expanded the coordinator's role for BrotherHOOD and SisterHOOD, and would like to do more here; these programs should be used as models, and President Smith will continue to advocate for these.
- Have met with DACA students and need to more powerfully stress that our one-rate policy is beneficial to a variety of student groups, including DACA students.
- President Smith stated that he will continue to listen to the various groups on our campus.

3. How does the President's office set priorities?

- President Smith explained that he sets with a variety of inputs from student, Regents, external agencies, external partners (employers, Community college presidents, superintendents, for example), and the university community. In addition to this, the Higher Learning Commission also set some aspects of the strategic plan; although, the administration already knew that strategic plan required updating (based on internal and external feedback).
- Examples of how priorities were set:
  - Housing – The student exit survey on unmet expectations (in which students are asked, "If EMU did [fill in the blank], my expectations would have been met.") – housing is a powerful gap for the university, and what we offer is not what the students want; the village is popular, but that's only one possible housing design; Working with many stakeholders to identify housing priorities
  - Boosting university reserves – the HLC was our reserves as a major problem. In order for EMU to get off the HLC watch list, the university had to find ways to bring the reserves back.
  - Rec-IM – This is an example of setting priorities based on student requests. Students said it was a bad facility, so administration asked students how they would like to see it fixed. The plan for renovating the Rec-IM was created with their feedback in mind and will be presented soon (plan will include increased fees)
- In summary, he explained that when setting priorities, there is a need to look at urgency issues as well as long-term issues when setting priorities.

4. Please share an update on what you have done since you last met with us to meet fundraising goals for the university. In what ways are faculty involved in your development plans?

- During FY18, \$13.1 million was raised by EMU Foundation; FY19 Foundation Board set the goal at \$13 million, but President Smith felt that the target should have been set higher (\$15 million), and is hopeful that university will exceed \$13 million in FY19
- The university doesn't know the email addresses of many alumni, so the university is looking to track down those alums we have lost contact with and to identify ways to keep in touch with alums long-term. There was a large alumni event in Malaysia in the summer, so admin and alumni association are working to continue these events as well as expand EMU alumni chapters (new chapter in Seattle, revived DC alumni chapter)
- There is an annual bequest of \$200,000 and could be larger if the university communication with alumni chapters is strengthened
- Worked with faculty to write the request to secure funds for the virtual reality lab; also faculty are collaborating with investors for study abroad; Faculty traveling abroad are also seizing opportunities to meet with donors to talk about their interests and priorities
- Working partnerships with international institutions – for example, with an institutional Korea to foster the flow of international students

5. There is an expressed interest in increasing online offerings; however, there are currently no incentives to develop and teach these courses. What incentives are under consideration to encourage development of online courses as well as support for creating online programs? What are we doing to cultivate the expertise and capacity to teach online?

- Faculty contract prevents things such as grading stipends, etc; however, President expressed interest in developing online courses and is excited about increasing EMU's capacity for online teaching and learning.

- Discussions about online courses and programs should come from the faculty and filter up to administration. Welcome opportunities to talk about how the university can develop, design, and deliver online learning better
6. One of the concerns raised by a number of faculty is the negative impact declining resources has had on faculty research, student research and the dissemination of that research at professional conferences. The dramatic erosion of departmental resources to support student and faculty scholarship has had a negative effect on our ability to train students and to maintain our scholarship. Faculty have reported that conference funding has disappeared in many departments. What have you done to better understand the scholarly pursuits of our faculty, and how do you plan to engage with faculty in relation to their scholarship this year? In what ways will you enhance support for faculty and student scholarship?
- Explained that control of budget is more localized—in the control of Deans and DHs—but this does not mean that the President or Provost don't want to be involved in budget decisions. Stressed that EMU has revenue issue. This may be a SCH the issue or is it a matter of re-sizing the university. Although there are other revenue streams, SCH represent dollars and they are a significant part of the university revenue (EMU doesn't make money on campus events, for example). We can talk about resizing the university, but SCH will inevitably factor into that discussion.
  - The bigger question is how will the university grow funds so that more money can be allocated to colleges and departments?
7. What are the current decisions facing the university in regard to campus housing, and how will these be subject to faculty input?
- Explained that housing stock is substandard when compared to our peer institutions (for example, students prefer private to communal bathrooms). In order to identify student needs for housing, university will collect data via surveys and focus groups. On campus housing occupancy down 11% since 2014, and housing generates revenue, so declines in housing mean declines in revenue. President asked UBC to look at residence halls and the feasibility of renovating these.

**Additional Comments and Questions:**

1. The need for leadership from President's office and for the President to identify some larger goals for the university; although local (department- or college-level) change is beneficial, it's important to know the goals and vision that leadership at the top has, as well
  - President – housing at EMU is outdated and a deterrent for students to come to EMU
2. Online classes can be done well in shortened formats, and departments/faculty should have say in how online classes are delivered.
  - Provost agreed
3. Concern that as the administration continues to privatize aspects of the university's operations, we may inevitably lose flexibility to determine the direction of the university. Thus, we need to have a vision for what we want to be.
  - President responded that we may always be a regional university, but we can be a regional comprehensive university. Through the strategic plan we establish our goals, and once we have a strategic plan, the hardest part is bringing that to the colleges and departments to enact it. State funding has declined, and we have competition for state resources (funds are often funneled to MSU and UM).
4. Comment that small classroom size can be a powerful recruitment tool and expressed concern that the President may have been encouraging larger class size in order to generate more revenue to support smaller class sizes for upper-level classes.

- President Smith clarified his point – need to look at other regionals and determine what class size is appropriate for particular subjects, class types, level, etc. There may not be an optimal class size, but we can examine what class sizes are best given the class.
5. Reiterated the need for faculty representation on the President’s Executive Board.
    - President said that he is not opposed to this, but doesn’t know this is the best input area for faculty because topics of this meeting are not always appropriate or relevant to faculty. President would be happy to talk to presidents at other universities to ask if they have faculty representation and what that looks like. Asked Senate where do you want to have the most bang for your invested time? Is it better to create committees that focus on topics relevant to the faculty instead of having faculty participate in meetings that may not be relevant to faculty?
  6. UBC – President came and asked for input, which was a beneficial change; but in the past decisions were made without input from committees (like UBC)
    - Provost stressed the importance of having key administrators visit Senate (VP for enrollment, AD, etc.) – so think about how to have input not just at President-level but at VP level, as well
    - President pointed out how coming to the UBC early this fall is evidence of wanting to change how the process works to include input earlier
  7. AP contract – Question: In your state of the university address in September, you said that Academic Partnerships will only be engaged in marketing. Is that still your position? If so, why has the administration refused to conclude a Letter of Agreement with EMU-AAUP to resolve the current Unfair Labor Practice complaint that would explicitly limit the activities of Academic Partnerships to marketing?
    - President Smith responded that the university legal council is willing to work with the union to make clear the role of AP in the university and he reiterated that AP markets courses and that is it.
  8. Before you turn loose people in colleges to come up with ideas for the strategic plan, you need to communicate with them what your vision is or there will be duplicated efforts. This will help discussions be more organized and help us understand the goals (and why these are the goals). Need to establish the structure in which we then operate at the college- or department-level.
  9. Need to support/fund elements of the strategic plan. For example, scholarship is identified as important; however, departments have significantly cut support for travel and scholarship. Thus, there needs to be substance and support behind the strategic plan.
    - There are discretionary dollars; however, Deans often do not wish to use these funds. So there is a worthwhile discussion faculty should have with their Deans about whether funds are available to support scholarship.
  10. Diversity and inclusion – Include of this in the strategic plan would make the university’s commitment to diversity more visible and powerful
    - President said this was a great idea
  11. Sharing the faculty outreach and faculty successes with the BOR in order to help them understand the importance of the work faculty do and the some of the successful ways the President has incorporated faculty voices into decision making
    - President agreed that there needs to be more effort to tie the work that faculty do into the Regents’ goals and university mission.
  12. Strategic plan has historically not been marketed to the faculty
    - President will work to make this meaningful and to ensure faculty buy-in
    - Will create a process that allows for opportunities for marketing elements of the strategic plan and for participation in setting those priorities.

## Closing remarks from President

Always willing to meet with Faculty Senate, will try to give best thinking if asked question, thinking may change but will try to keep us as updated as he can. It may also be beneficial to have the VPs come in and share what they're doing and have Senate ask how their work impacts faculty.

- V. **Provost Minutes** - Rhonda Longworth 4:54 pm
- A. Enrollment management
- Handout - EMU Scholarship Options and how much of the financial aid budget went toward each award and what the cost per student, and financial aid budget
  - Handout – article about fundraising and the challenges that regional, comprehensive institutions face
  - Current list of approved searches (faculty, administrative)
  - Call for participants in commencement
  - Wednesday Briefing includes a thanks to McNair mentors
  - \$2.5 million proposal for a Ann Arbor Community Foundation grant EMU colleagues have applied for is decided via a voting process, so go and vote in support of colleague's efforts (link in in Wednesday Briefing)
  - Provost will reach out to other VPs to see what they're working on and will share it with Senate
- VI. **Announcements** 4:50 pm
- Please encourage colleagues to go to the Google form (<https://goo.gl/forms/IIEQWplo7B9EUyZ83>) to submit possible Senate agenda items; deadline is 10/15/18
  - Call for committee Chair for Distinguished Faculty Awards
- VII. **New Business**
- VIII. **Adjourn** 5:02 pm

