AGENDA
Faculty Senate
Tuesday/Thursday September 10 & 12, 2013 – 12:15-1:40 p.m., A326

Tuesday, September 10

- Call to Order - Senate Chair James Fuller
- Welcome new Senators and introductions
- Approval of Minutes from May 2013
- F.o.F. update
- Compensation Task Force
- Sabbatical Committee Elections
- Provost Promotion and Tenure Committee nominations
- Staff Association report
- Student Government Association (SGA) report
- Senate Committee assignments

Orders of the Day

Thursday, September 12

Reconvene

- President’s Update – President Walter Harrison 12:20-12:50 p.m.
- Senate Committee Presentations (Chairs) including Committee Goals for 2013-2014; 5 minutes each
- Curriculum Committee Report Vote
- New Business
- Senate Committee meetings 1:30 – 1:40

- Next meeting of the Faculty Senate will be October 8 and 10, 12:15 1:40 p.m., A326.
- Adjourn (by 1:40 p.m.)

Committee Chairs:

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Faculty Senate
Tuesday/Thursday October 8 & 10, 2013 – 12:15-1:40 p.m., A326

Tuesday, October 8

- Call to Order - Senate Chair James Fuller
- Approval of Minutes from September 2013
- Provost Promotion and Tenure Committee VOTE
- Faculty Grievance Committee VOTE
- Senator Russell: Compensation Task Force update
- Senator Kidder: Hartt update
- Senator Fuller: F.o.F. update
- 12:45 – 1:10 Jerry Katrichis and Catherine Certo (Athletics Council): Report on Athletics
- 1:10 – 1:35 President’s Update – President Walter Harrison

Orders of the Day

Thursday, October 10

Reconvene

- Senator Boothe: Curriculum Committee Report & VOTE
- Senator Patterson: MAPP changes: presented for first reading
- Ben Ide: Staff Association report
- Samrana Bertrand: Student Government Association (SGA) report
- Senators Patterson and Boothe: Branding, 160/90 discussion
- 1:00 – 1:10 Strategic Planning Update: Janis Johnson (NAPA Group)
- 1:25 – 1:35 (approx. time): Provost’s Update – Provost Sharon Vasquez
- Committee reports
- New Business
- Adjourn (by 1:40 p.m.)

Next meeting of the Faculty Senate will be November 12 and 14, 12:15 - 1:40 p.m., A326.

Committee Chairs:

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AGENDA
Faculty Senate
Tuesday/Thursday November 12 & 14, 2013 – 12:15-1:40 p.m., A326

Tuesday, November 12

- Call to Order - Senate Chair James Fuller
- Approval of Minutes from October 2013
- 12:20 – 12:35  Dean Aaron Flagg, The Hartt School: presentation on Voice MM
- 12:35 – 12:45  Senate open discussion on Hartt School Dean’s presentation
- 12:45 – 1:00  Senator Patterson: MAPP changes second reading, discussion and VOTE
- 1:00 – 1:15  Senator Kidder: FPM proposed change, first reading
- Senators Fuller, Kidder and Patterson: F.o.F. update
- Senators Fuller, Kidder and Patterson: Athletics update: President Harrison scheduled for December
- Senator Fuller: Update on Branding and 160/90
- Committee reports: As time permits (See below)

Orders of the Day

Thursday, November 14

Reconvene

- 12:20 – 12:35  Arosa Jayawickrema, Vice President of Finance and Administration: campus security
- 12:35 – 12:55  Provost’s Update – Provost Sharon Vasquez
- Senator Boothe: Curriculum Committee Report & VOTE
- Senator Muppidi: Budget Advisory Team (BAT) update
- Ben Ide: Staff Association report
- Samrana Bertrand: Student Government Association (SGA) report
- Committee reports: (Continued from Tues.)
- New Business
- Adjourn (by 1:40 p.m.)

Next meeting of the Faculty Senate will be December 10 and 12, 12:15 - 1:40 p.m., A326.

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Tuesday/Thursday December 10 & 12, 2013 – 12:15-1:40 p.m., A326

Tuesday, December 10

- Call to Order - Senate Chair James Fuller
- Approval of Minutes from November 2013
- 12:30 – 12:50 Gary Margolis, Margolis-Healy security consultant (via Skype)
- 12:50 – 12:55 Discussion on Voice MM program closure & VOTE
- 12:55 – 1:10 Senator Kidder: FPM proposed change, second reading
- 1:10 – 1:15 Benefits Task Force (BTF): Nominations and VOTE
- Senator Boothe: Curriculum Committee Report & VOTE
- Committee Reports (see below)
- Ben Ide: Staff Association report
- Samrana Bertrand: Student Government Association (SGA) report
- Senators Fuller, Kidder and Patterson: F.o.F. update
- Senator Fuller and Patterson: Update on Branding and 160/90: Meeting of December 4
- Senators Fuller, Kidder and Patterson: Board of Regents Meetings of December 5 and 6 report

Orders of the Day

Thursday, December 12

Reconvene

- 12:20 – 1:00 President Walter Harrison, VP Arosha Jayawickrema, AD Pat Meiser – Athletics presentation
- 1:00 – 1:15 VP Arosha Jayawickrema, Financial Reports Q & A
- 1:15 – 1:30 Provost Sharon Vasquez – Clinical Faculty update, other items
- 1:30 – 1:35 Dean Joe Voelker, A & S, BA English with Urban Concentration program closure
- Senator Muppidi: Budget Advisory Team (BAT) update: meeting of Dec 12
- New Business
- Adjourn (by 1:40 p.m.)

Next meeting of the Faculty Senate will be January 16 and 21, 12:15 - 1:40 p.m., A326.

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Faculty Senate
Thursday/Tuesday January 16 & 21, 2013 – 12:15-1:40 p.m., A326

Thursday, January 16

- Call to Order - Senate Chair James Fuller
- 12:15 – 12:20 Approval of Minutes from December 2013
- 12:20 – 12:30 Senator Kidder: Faculty Affairs; FPM proposed change re: Provost P&T Committee membership change, second reading with Addenda & VOTE
- 12:30 – 12:40 Senator Kidder: Faculty Affairs; FPM proposed change re: Department Chair, second reading & VOTE
- 12:40 – 1:50 Senator Patterson: Student Affairs; MAPP changes, sections III.B & III.C, second reading and VOTE
- 12:50 – 12:55 Senator Boothe: Curriculum Committee Report & VOTE
- 12:55 – 1:00 Senator Fuller: Strategic Planning Implementation Teams Faculty membership: update
- 1:00 – 1:35 Provost Sharon Vasquez – Strategic Planning Initiative: Strategic Plan DRAFT document
- 1:35 – 1:40 Senator Fuller: BA English with Urban Concentration: Status

Orders of the Day

Tuesday, January 21

Reconvene

- 12:20 – 12:50 President Walter Harrison
- 12:50 – 1:00 Senator Kidder: FPM proposed change from COD re: Clinical/Applied Faculty: Update
- 1:00 – 1:25 Other Committee Reports (see below)
- Senator Fuller: Evaluation of Deans: status
- Senator Fuller and Patterson: Branding and 160/90: update
- Senator Fuller: Budget Advisory Team (BAT) update: meeting of Dec 12
- Ben Ide: Staff Association report
- Samrana Bertrand: Student Government Association (SGA) report
- New Business
- Adjourn (by 1:40 p.m.)

Next meeting of the Faculty Senate will be February 11 and 16, 12:15 - 1:40 p.m., A326.

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AGENDA

Faculty Senate
Tuesday/Thursday February 11 & 13, 2014 – 12:15-1:40 p.m., A326

Tuesday, February 11

- 12:15  Call to Order & Announcements: Senate Chair James Fuller
- 12:15 – 12:20  Approval of Minutes from January 2014
- 12:20 – 1:00  President Walter Harrison and Board of Regents Chair Lucille Nickerson
- 1:00 – 1:25  Provost Sharon Vasquez: 1) Institutional Research Office (re-envisioned as Institutional Effectiveness); 2) the Strategic Planning process; 3) Brand roll out
- 1:25 – 1:35  Senator Kidder: FPM proposed change from COD re: Clinical/Applied Faculty: update
- 1:35 – 1:40  Senator Fuller: Marketing - 160/90: Bring to your colleges for discussion

Orders of the Day

Thursday, February 13

Reconvene

- 12:20 – 12:30  Senator Kidder: Faculty Affairs; FPM proposed change re: Provost P&T Committee membership change, second reading with Addenda & VOTE
- 12:30 – 12:35  Senator Kidder: Faculty Affairs; FPM proposed change re: Department Chair, second reading & VOTE
- 12:35 – 1:00  Other Committee Reports (see below)
- 1:00 – 1:15  Senator Fuller: Strategic Planning Implementation Teams: update (as available) Process for review of Programs, Minors, Concentrations, Emphasis
- 1:15 – 1:20  Senator Fuller: Budget Advisory Team (BAT) update: meetings of January 23 & February 13
- Ralph Braithwaite, part time faculty report
- Ben Ide: Staff Association report
- Samrana Bertrand: Student Government Association (SGA) report
- New Business
- Adjourn (by 1:40 p.m.)

Next meeting of the Faculty Senate will be March 25 and 27, 12:15 - 1:40 p.m., A326.

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AGENDA – REVISED
2.27.14
Faculty Senate – Special
Meeting
Tuesday March 4, 2014 – 12:15-1:40 p.m.,
A327

Tuesday, March 4

- 12:15 Call to Order & Announcements: Senate Chair James Fuller
- 12:15 – 12:25 Dr. Katherine Black, Interim Dean of Arts and Science: English Ed. with Urban Emphasis proposed program closure
- 12:25 – 12:35 Professor Mark Blackwell, Associate Dean for Academic Planning and Curriculum, College of Arts and Sciences; proposed program closure
- 12:35 – 12:45 Discussion on proposed closure of English Ed. with Urban Emphasis
- 12:45 – 12:50 Faculty Affairs Committee; FPM proposed change re: Department Chair, second reading

VOTE
- 12:50 – 1:00 Faculty Affairs Committee; FPM proposed change re: Provost P&T Committee membership change & VOTE(S)
- 1:00 – 1:15 Senator Fuller; Online University open discussion
- Adjourn (by 1:15 p.m.)

Next meeting of the Faculty Senate will be March 25 and 27, 12:15 - 1:40 p.m., A326.

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AGENDA
Faculty Senate
Tuesday/Thursday April 8 & 10, 2014 – 12:15-1:40 p.m., A326

Tuesday, April 8

- 12:15 Call to Order & Announcements: Senate Chair James Fuller
  CoD comments on Senate proposed FPM changes
- 12:20 – 12:25 Approval of Minutes from March 2014
- 12:25 – 12:50 Senator Patterson, Student Affairs Committee; Proposed Resolution
- 12:50 – 1:05 Senator Boothe: Curriculum Committee Report & VOTE
- 1:05 – 1:20 Senator Kidder: Faculty Affairs Committee:
  Senate by-Laws proposed changes, second reading and VOTE.
- 1:20 – 1:25 Senator Muppidi: Budget Advisory Team (BAT) update: meetings of March 6 & April 3
- 1:25 – 1:35 Other Committee Reports (see below)
- Ben Ide: Staff Association report
- Samrana Bertrand: Student Government Association (SGA) report

Orders of the Day

Thursday, April 10

Reconvene

- 12:15 – 12:15 Call to order and Announcements: Senate Chair Fuller
- 12:20 – 12:35 Jane Horvath, Senior Advisor to the President, Smoke-Free Environment Committee
- 12:35 – 1:00 President Walter Harrison
- 1:00 – 1:20 Provost Sharon Vasquez
- 1:20 – 1:35 John Carson, Vice-President of University Relations; Marketing and Branding Update
- New Business
- Adjourn (by 1:40 p.m.)

Next meeting of the Faculty Senate will be May 8 and 13, 12:15 - 1:40 p.m., A326.
New Senators for 2014-2015 are invited to attend the May 13 meeting.

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AGENDA REVISED
5.8.14
Faculty Senate
Thursday/Tuesday May 8 & 13, 2014 – 12:15-1:40 p.m., A327

Thursday, May 8

12:15 – 12:20 Call to Order & Announcements: Senate Chair James Fuller
12:20 – 12:25 Approval of Minutes from April 2014
12:25 – 12:50 Senator Boothe: Curriculum Committee Report & VOTE
12:50 – 1:10 Senator Kidder: Faculty Affairs Committee:
   Proposed FPM change: Clinical/Applied Teaching Faculty, second reading & VOTE
   Proposed FPM change: Academic Year defined, second reading & VOTE
   Senate By-Laws proposed change: Committee reorganization, second reading & VOTE
   Senate By-Laws proposed change: Non-Senators, Senators and Officers roles and responsibilities, second reading & VOTE
   Proposed FPM change: Provost’s Promotion and Tenure Committee composition (“Hillyer proposal”): report out

1:10 – 1:15 Senator Patterson: Student Affairs Committee, proposed change from COD: repeating course policy, first reading MOVED TO TUESDAY

1:15 – 1:20 Senator Carloni: Proposed changes to Coffin Grant call & VOTE
1:20 – 1:25 Senator Carloni: Proposed changes to Summer Stipend call & VOTE
1:25 – 1:30 Senator Fuller: Faculty representative on the University Space Committee; nominations & VOTE
1:30 – 1:35 Other Committee Reports (see below)
1:35 – 1:40 Ben Ide: Staff Association report
Samrana Bertrand: Student Government Association (SGA) report

Orders of the Day

Tuesday, May 13

Reconvene (2013-2014 Senators; 2014-2015 Faculty Senate: Senators continuing and newly-elect Senators)

12:15 Call to order and Announcements: Senate Chair Fuller
12:15 – 12:20 Faculty Senate Officers 2014-2015; Slate presented & VOTE
12:20 – 12:25 Authority of New Officers to act on Behalf of the Senate during Summer 2014 - VOTE
12:25 – 12:30 Senator Patterson: Student Affairs Committee, proposed change from COD: repeating course policy, first reading
12:30 – 1:00 President Walter Harrison
1:00 – 1:20 Provost Sharon Vasquez
1:20 – 1:30 John Carson, Vice-President of University Relations; Marketing and Branding Update
1:30 – 1:40 Chuck Colarulli, Senior Associate Provost and Dean of Enrollment Management; enrollment update

New Business

Adjourn (by 1:40 p.m.)

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MEETING MINUTES - Faculty Senate  
Tuesday, September 10th, 2013 - call to order at 12:15pm

Welcome from James Fuller, Chair, with introductions of those present.

Present:
A&S: Larry Gould, Sundeep Muppidi, Anne Pidano, Michael Walsh, Fei Xue
Barney: Andy Hao, Deb Kidder, Irina Naoumova, Ke Yang
CETA: Christian Carloni, Jim Fuller, Saeid Moslehpour and Ying Yu
ENHP: Karen Breda, Lucy Richard, Diana Veneri, Donn Weinholtz
HARTT: Rita Porfiris, Joshua Russell, Peter Woodard
HAS: Power Boothe, Jeremiah Patterson
Hillyer: Robert Churchill, Scott Scribner (Part Time Faculty: Ralph Braithwaite)

Absent:
A&S: Erin Striff, Bin Zue
HARTT: Robert Black
HAS: Hirokazu Fukawa
Hillyer: Mary Fister

MINUTES OF THE MAY MEETINGS WERE ACCEPTED UNANIMOUSLY.

CHAIR REMARKS:
FoF, further closures, divestures, curriculum issues. Strategic Planning occurring now. We intend on continuing on being proactive.

FoF update: over the summer officers responded to three programs that the senate voted not to divest during the final spring meetings. Letters explaining the vote were sent to the Provost. During the spring ’13, 16 were voted to close, 4 were voted not. An additional 3 programs were voted no and letters were presented over the summer. Please go to Senate website and review Senate Resolution RE: expected good faith efforts during the reorganization process.

Compensation Task Force: Met over the summer and reviewed dollars available. $300,000 was identified (roughly 1/2 of what would be necessary) and a working group was formed to recommend to the provost how to use those dollars. The proposal was to have a first phase of adjustments: Phase I. She made her own proposal in August, which was different than that of the task force. She is committed to make compensation adjustments sooner rather than later, and contract adjustments will be made retroactive to the beginning of the contract. A senator noted that with so many faculty receiving no increase, and so few faculty being factored into the increase, that in essence, faculty that will see an increase in salary will do so at the cost of other faculty that will see nothing of an increase. Another senator noted that if any increase is less than the cost of living, it in fact is no increase. Will increase actually bring the faculty to the median of current salary or salaries from 2 years ago? A senator noted that in the provost's letter of August she used the term 'challenge' with regards to being able to accomplish the salary adjustment goal. That word can mean it will not happen. We only know that Phase 1 will occur but it is not known if there will be a Phase II. A senator proposed that we should not be talking about keeping up with the cost of living as being a raise. We await the proposal to review it.

Sabbatical Committee: we are urgently looking for at least two names to present for being part of the Sabbatical Committee.

Provost's P&T Committee: we are looking for a single person to nominate for a single year appointment onto the committee. The guidelines: Tenured, Full Professor, here for 5 years full time service at UofH, not from CETA or ENHP. We need this by Oct. meeting.

Staff Association: nothing to report

Student Government: Working to find funding for the Textbook Project: textbooks kept on reserve at the library.
Senate Committees:
Normally senators serve on 2 committees. This year, due to FoF and the expected large docket of work from the restructuring, the members of both Curriculum Committee and Faculty Affairs Committee will only serve on that one committee.

Administrative Liaison Committee: Donn Weinholtz & Saeid Moslehpour, co-chairs
GOALS: Work with advancement on a faculty survey to determine ways that faculty can participate in capital campaign;

Bent, Larson, Trachtenberg Committee: Diana Veneri, chair
One meeting in fall. Nominations call closes end of January. Three to four meetings in early spring. GOAL: find the three winners by the deadline

Curriculum Committee: Power Boothe, chair
A reactive committee to review all proposed curricular changes. Meets monthly.
One additional project for the year: best policy to create cross-collegiate or cross-disciplinary courses. Committee asks for examples of successful cross-collegiate or cross-disciplinary courses/ideas to be able to study how they are working.

Environmental & Sustainability Committee: Scott Scribner and Michael Walsh, co-chairs
Not many meetings, but a fair amount of independent work to make better use of our resources.

Faculty Affairs Committee: Deb Kidder, chair
In charge of FPM, and related faculty issues. Meetings are once per month. Members of this committee will serve only on this one committee.

Faculty Diversity Committee: Saeid Moslehpour, chair
Committee meets once per semester and works electronically.

Grants & Stipends: Christian Carloni, chair
Coffin Grants & Summer Stipends call goes out in Nov. and are due late Jan. Majority of the work happens between late Jan. and March. GOAL: review description of summer stipend award to clarify the wording. Meeting in the fall to do so before the call.

Student Affairs Committee: Jeremiah Patterson, chair
MAPP issues are the majority of this committee's work. Much of the work on the committee may be accomplished by electronic meetings.

Thursday, September 12th, 2013 - call to order at 12:15pm

Present:
A&S: Sundeep Muppidi, Anne Pidano, Erin Striff, Michael Walsh, Fei Xue
Barney: Andy Hao, Deb Kidder, Ke Yang
CETA: Christian Carloni, Jim Fuller, and Ying Yu
ENHP: Karen Breda, Lucy Richard, Diana Veneri, Donn Weinholtz
HARTT Robert Black, Peter Woodard
HAS: Power Boothe, Jeremiah Patterson
Hillyer: Robert Churchill, Scott Scribner (Part Time Faculty: Ralph Braithwaite)

Absent:
A&S: Larry Gould, Bin Zue
Barney: Irina Naoumova
CETA: Saeid Moslehpour
HARTT: Rita Porfiris, Joshua Russell
HAS: Hirokazu Fukawa
Hillyer: Mary Fister
Also present: Walter Harrison, President; Ben Ide, Staff Association, Samrana Bertrand, SGA, and Maria Marques, Senate Coordinator

PRESIDENT WALTER HARRISON REMARKS:
Walking over he reflected on how happy he is to be here at the University of Hartford, and feels it is the greatest privilege of his life. He wishes to thank all of us for being part of it. He is in his 16th year. Seeing us begin the semester reminds him why he loves being here.

Three most important questions he has been asked recently.

A. Strategic planning: will try to take advantage of this moment in the University's life to plan for 5 years out with additional long term goals of 10 years forward. Why now? What are the opportunities? What are the threats? What are our strengths? What are our weaknesses?

Threats:
- 77% of our funding comes from undergraduate tuition. We expect to see a decline of 8% of the student aged population in the Northeast quadrant between 2009 and 2019, and these specific demographic of students currently comprise 75% of our undergrad student body. It is clear that this 8% decline will affect us. Colleges in growth areas of the country such as Arizona are not facing such a reality of a decline in their recruitment pool. It is anticipated that students from the Northeast will be poorer as a whole, making the need for aid even greater in the group we rely upon so heavily.
- Economy - We have not, and may never recover from losses of the 2008/9 economic crisis, which has reshaped our economic landscape drastically. The CT state economy is lagging in growth, near the bottom of growth of all 50 states. 40% of our students are from CT.
- What are we doing with the emerging technology? It will have some effect on higher education, but we are not a player in that, especially in online component. Should we be involved? We need to make a decision. The cost of higher education is on the top of people's minds, and concern drives other discussions re: technology since people believe those methods are less expensive. In this environment, what is the best course to take?

Weaknesses: We are tuition based, therefore we are highly dependent on our reputation. We have a large dependency on the Northeast quadrant of the USA. Demographics are not robust. Our endowments are not large...approx. 112 million dollars currently. We should actually have endowments that are at least 2X if not 3X as big. The whole of our fundraising results (but not necessarily our efforts) are weaker than our competition. Only 4.5% of alumni give to our annual fund, putting us near the bottom of our peers.

Strengths: Strongest is that graduates and current students and staff point to the engagement that faculty and staff have with students, which is a vibrant core of what we do that can be built around. It might seem to be something that is obvious and a strength of every University, but our studies have indicated that we do this particularly well at the University of Hartford. In this way, we are unique and have something special that distinguishes us from other places. We have some programs that have national and international draw. A strength revealed through the FoF process, despite all of the hardship and anxiety it caused last year, is that there is a sense of alignment amongst the majority of constituents on campus of what our strengths and weaknesses are.

Another issue facing us though is that President Obama will spend the final 2 years of his administration working to reduce cost of higher education. What this means is that the Federal government is increasingly looking into regulating the higher education industry, and any decisions the Fed makes could have a dramatic effect on what we will be able to plan into the future. Knowledge of this needs to be part of our planning picture if we are going to do it within a realistic framework within which we operate.

What is the connection of Strategic planning to Foundation of the Future? If you have stable but not growing resources, you need to look at priorities in order to invest into the future. 35% of faculty and 40% of staff returned their strategic planning survey.

Walt has been asked: When do we get a full FoF report? When will you decide to work on the 8 programs slated for divestment, where the Senate and Provost disagreed? His decision is forthcoming.

B. Athletics - The situation with athletics is somewhat more complicated that it may seem because of Title 9, which restricts what you can and cannot do. Walt is committed to make a report on Athletics, as part of the FoF interim
report, during the first or second week in October 2013. He also intends on considering athletics in concert with our other strategic planning decisions as the strategic planning process unfolds. He expects that there will be cuts to the Athletics budget.

**C. Branding and Marketing:** 80% of our effort in the campaign designed by 160/90 is aimed at improving our admissions (undergraduate first). Banners, cleaning up campus...are responses to what admitted but not accepted students identified as primary reasons they didn't decide to be a U of H student. Other initiatives will be aimed to help draw people to campus, but these remain secondary to those that are aimed at increasing our admission.

Senator asked if the Marketing firm also designed logo and felt it was a weaker part of their design work.

**QUESTIONS/DISCUSSION:**

A senator alerted Walt that even though we have reached the end of the proposed program divestments, those were just a first phase. There are many other programs that were originally slated for divestment where the decision to divest was deferred, and therefore, as these programs reach the end of their deferral period there will be much FoF business in the Senate. We expect this work to take place this year.

He also alerted Walt that since two colleges voted to compel the Senate, as mandated through Senate by-laws, to convene a campus wide faculty led discussion of the role of Athletics on campus, that we are now only one college voting along those lines away from being forced through such by-laws to convene such a campus wide discussion. Walt said that he would take such a vote as a vote of no confidence in him, since he had just announced that we will receive the FoF report on Athletics (which he also challenged the characterizing of as being his) in just 3 weeks. Using such a by-law provision that has not been used at the University in his memory would be construed as entering the discussion of Athletics through conflict rather than collaboration.

Another Senator asked about the strategic planning effort that occurred a few years ago around the time of NEASC accreditation, and if it was being used as a basis document to work from going forward. Walt said that it was. This study and document, the earlier strategic planning document, along with the market research done prior to the branding and marketing campaign are serving as important frameworks upon which we can build current strategic planning discussions. Walt identified these three studies, the strategic plan from 2009/10, the data gathering and strategic plan as part of the NEASC accreditation, and the market research as important frameworks to guide our current strategic plan.

Another Senator asked Walt to talk about the library. Washburn and Goldberg has been retained to help with fundraising toward the Library plan. He needs firm numbers on the cost from the architects and then can move forward to a study to see if the donor base exists to launch a fundraising campaign for the library project.

Another Senator asked about how we can offer more financial aid to students in the future. Walt told us that our bond rating agency informed that University that we are near capacity as far as our discount rate of tuition goes, and have no room for increases. So if scholarships are increased in one area, those additional monies will come at the expense of scholarship availability in another area.

Another Senator asked Walt about our efforts in tapping into the resource of International student recruitment. Is this an area of potential growth? Walt is right there on this possibility and thinks it has promise, but the reality is that we need to make a commitment to this initiative. We don't offer scholarships to international students, our housing is inadequate for international students. We will need to make decisions and then commitments for this to happen.

**END OF PRESIDENT WALT HARRISON VISIT.**

**SENATE BUSINESS:**
Vote for the Sabbatical Committee ballot: Olga Clark Sharp

Vote for the Curriculum changes: unanimously passed

Student Affairs: We have 5 proposed MAPP changes to vet. Electronic meetings will begin as soon as the Senate receives electronic copies of the changes.

Administration Liaison: first meeting in next few weeks.
Environmental Sustainability: first meeting in next 3-4 weeks.

Grants: First meeting electronically before call for grants goes out to review language of summer stipend.

NEW BUSINESS:
BAT, Jim is in his 3rd and final year on the committee. Pre-census data at this point is roughly even to last year. Chuck will report on census data once data is final.

Fred Sweitzer asked the Senate to lead the process of moving to an online course evaluation delivery process. It was piloted by Barney and there were many problems that would need to be ironed out, participation rates being one.

A senator is quite concerned that the Provost with the Deans will bypass the Senate in making changes to programs that were deferred, etc. Senate officers will communicate this with the Provost and continue to make the case for Senate oversight of any future mergers, etc., and work to find agreement in the language of the MAPP that discusses program modifications.

MOTION TO ADJOURN WAS ACCEPTED AT 1:40PM

Respectfully submitted,

Jeremiah Patterson
Secretary

MINUTES: Faculty Senate Meeting October 8, 2013

12:17pm Call to order by Jim Fuller, Chair

Attending: Larry Gould, Sundeep Muppidi, Anne Pidano, Erin Striff, Michael Walsh, Fei Xue, Bin Zue, Andy Hao, Deb Kidder, Irina Naoumova, Ke Yang, Jim Fuller, Saeid Moslehpour, Ying Yu, Lucy Richard, Donn Weinholdt, Glen Adsit, Robert Black, Rita Porfiris, Josh Russell, Pete Woodard, Power Boothe, Hiro Fukawa, Jeremiah Patterson, Paula Alderette, Ralph Braithwaite, Ben Ide, Cloe Weinstein

Absent: Christian Carloni, Karen Breda, Diana Veneri, Robert Churchill, Scott Scribner

Approval of the September Minutes: unanimously approved

Votes:

- Provost's Promotion & Tenure Committee: Power Boothe, HAS & Laura Pence, A&S
- Faculty Grievance Committee: Elizabeth Petry, CETA & Ivana Milanovich, CETA

Compensation Task Force Update:
The recent group's meeting was summative in nature. The decision was to get as many people as possible to 83% of the mean. QUESTION posed by the Provost regarding Phase II: If money was made available should we focus exclusively on salary adjustment of the low end, or salary adjustments of the whole faculty? Consensus of the group was to do both. The Provost also asked for help in developing a consistent standard University wide form of faculty evaluation, and that a committee would be formed to do so. The idea was that this would aid in fair distribution of raises based on merit, allowing those making the decision on raises to differentiate between faculty's accomplishments in diverse areas.
Fred Sweitzer met with the chairs on Monday Oct. 7th to also discuss this topic, and took comments from the chairs. Deb Kidder volunteered the Faculty Affairs Committee of the Senate to take the lead in creating a uniform standard for faculty evaluation.

Update on HARTT:
Aaron Flagg, Dean of the HARTT school was asked to cut $95,000 from their budget, which led him to re-organize the structure of the ISD (Instrumental Studies Division). The faculty of HARTT feel that he did this in violation of the rules on chairs being acceptable to a majority of department members as outlined in the Faculty Policy Manual, FPM 14.1.4. which reads:

"The chair of a department, who serves as the chief representative of the department and at the pleasure of the dean, must be acceptable to a majority of the voting members of the department"

HARTT faculty senators presented a formal grievance resolution to the full Faculty Senate on this matter. (See attached grievance document)*.

A senator asked if these measures he enacted actually allowed him to save the $95,000. HARTT senators commented that they did not know, but that it was doubtful.

* This grievance was forwarded to the Grievance Committee to begin the grievance process as outlined in the Faculty Policy Manual (FPM 3.3).

Deb Kidder described the grievance process as outlined in the FPM.

REPORT ON ATHLETICS - Jerry Katrichis, Barney (Chair of Athletics Council)

He began by saying he was invited to talk to Senate about athletics because there are some misconceptions on campus re: athletics.

Misconceptions:
- FoF actually did lead to substantial cuts in the Athletics budget which he couldn't discuss with Senate.
- Division 3 vs. Division 1 cost and savings. It really wouldn't be a cost savings to drop to D3, and maybe would cost more money for the University. Division 3 is about inclusion and requires more sports, more coaches, and more facilities.
- The budget for athletics is not extravagant by Jerry's standards. It is at the top of the bottom quartile in comparison with other D1 Universities.
- He has heard and resented comments such as, "Our teams are losers": In fact, he demonstrated that our students are not losers by the standards that we value, the standard of academic achievement. This is demonstrated by our athletes winning the Academic Cup. Academic achievements of our athletes are not published like their win loss record. Overall GPA at UofH is 3.01.....Student Athletes are 3.2. He went on to say, our student athletes are better students on campus overall. We don't have athletes, we have college students that play sports.

Jerry is a member of the Athletics Council: An oversight board made up of mostly faculty, alumni, administrators, student athletes, and parents of student athletes.

A senator asked, who chooses the athletics council? ANSWER: Serves at the pleasure of the President.
Another senator asked how many revenues are associated with Athletics? ANSWER: it depends on what you call revenues. We get a check for $400,000 from NCAA revenue. Ticket revenue. 1/3 of the operating budget of Athletics is developed through fundraising. But also, Athletics gets a greater amount of University support through a larger discount rate for our student athletes than the other student population. He seemed unsure of how to get to the answer for this question since there are things about athletics that are not counted, i.e. the value of gathering the community of the University at a volley ball game for example.

Another Senator asked why the presentation did not include any financial numbers.

Another Senator commented that a Cost:Benefit ratio was the concept that we have been dealing with in considering programs under the scrutiny of FoF. What are the cost:benefit numbers associated with Athletics? Rumor has been that Athletics costs the University upwards of 9-11 million loss. Answer: the largest piece of the budget is the facilities.

A visitor to Senate, Warren Goldstein commented that this presentation was fundamentally anecdotal. He urged Jerry to let us in on the numbers, and that his presentation was useless without them. Answer: Student athletes generate 6 million dollars in net-revenue to the University. These revenues are distributed throughout the whole UofH campus.

Senate guest, Pat Meiser (Director of Athletics) commented that over the past 20 years the budget in Athletics has not seen many increases, and during that time, Athletics has become a fundraiser for the University and now brings in more money through fundraising than the operating budget provides the program.

A Senator commented that the Academic programs on campus have known their own numbers, but we in Senate have only seen numbers of programs we’ve reviewed, and that FoF did not put everything on the table. It would be unfair to ask Athletics to reveal publicly for Senate what other programs have not had to do.

Walt Harrison:
On athletics: To whom do you attribute student aid to athletes? It comes through the athletics program, but it ends up benefiting the area in which the student chooses to major. He said he was unsure when coming to the meeting today as a listener, where this discussion would go, but that after hearing our discussion, he was willing to come give a presentation of the budget numbers on athletics. He will set up this presentation with the officers, and include comparison numbers of other colleges that compare to us. He will tell us what we are currently spending and how it compares with other Universities, but wanted us to know that the contextual information is harder to pinpoint to specific other universities, since the information available from the NCAA is coded to hide the individual identity of the university whose numbers are requested.

Walt wanted to also discuss the following three things:
- Strategic Planning Update: there were a variety of meetings over the summer and fall including surveys, open meetings, focused meetings, all conducted by the NAPA group, our consultants. We have now created five teams to work on five proposed goals. The
teams consist of roughly 2/3 faculty and 1/3 staff. Each team is 8-10 people. Over the next six weeks there will be time to comment on these five group's work.

- FoF: 6 programs are on his desk that were slated for divestment by the Provost but where the Senate disagreed. We will then look at deferred programs next.
- Athletics: He said he would produce a report on Administrative programs, including Athletics once he has met with the group of Vice-Presidents that decide these issues. He reiterated that he heard in today's meeting that we want to hear more about numbers and that he would create a report to show us those numbers. He also wanted to explain the differences between the three NCAA divisions. Divisions are not decided by the size of the school, but rather the number of scholarships offered. Division 3 is largest, with no offer of scholarships, ranging from small colleges to large ones. Division 2: limited scholarships. Division 1: there are about 350 members of D1 athletics. 70-80 spend a lot of money, and it goes down from there. The suggestion that we are in the lower quartile of these 350 schools by our spending on Athletics is probably right.

A senator commented that what was needed was a campus wide discussion of the role of Athletics on campus. Acknowledging that it was complex, it was necessary. Walt responded that such action would be a message of a lack of our trust in him.

THURSDAY, OCT. 10th 2013

Attending: Larry Gould, Anne Pidano, Erin Striff, Michael Walsh, Fei Xue, Bin Zue, Andy Hao, Deb Kidder, Jim Fuller, Saeid Moslehpour, Ying Yu, Diana Veneri, Donn Weinholtz, Robert Black, Rita Porfiris, Josh Russell, Pete Woodard, Power Boothe, Hiro Fukawa, Jeremiah Patterson, Robert Churchill, Paula Alderette, Scott Scribner, Ralph Braithwaite, Ben Ide, Cloe Weinstein

Absent: Sundeep Muppidi, Irina Naoumova, Ke Yang, Christian Carloni, Karen Breda, Lucy Richard, Glen Adsit

Introduction of new Senator from Hillyer, Paula Aldrette.

Comments were made about the Athletics discussion from Tuesday.

Curriculum Committee Report: accepted unanimously

Student Affairs Report: presented a first reading 5 proposals for changes and additions to the MAPP. These are posted on the Senate Blackboard Page and should be shared with individual colleges before voting on them at next Senate meeting.

Staff Association report: a recent meeting was productive, and are planning on a Thanksgiving luncheon on Nov. 20th.

Student Government: Funding for Textbook project is being worked on and likely will be pushed to the spring.

160/90: The new Hartford Art School catalog was shown to Senate, along with a copy of the Hartford Art School's last year catalog as a comparison. A discussion followed that compared
the two catalogs and analyzed their content. It was noted that this year's catalog (in the cardboard box) cost $125,000 for 12,000 copies, while the last HAS catalog (in the tin box) cost $60,000 for 14,000 copies. In addition, 160/90 was approximately 5 weeks late in delivering the catalog, causing the Art School to need to use some of its old catalogs at their early fall high-school recruitment events. Senators expressed much concern that this would happen again. Senators were surprised at the thin and low quality of the new catalog produced by 160/90 in comparison with the one produced in house by the Hartford Art School design faculty.

Janice Johnson, NAPA group presentation: philosophy - NAPA works with you and the administration to help realize your goals.

Their process involves five phases:
- Base Building
- Project Plan, Visioning & Constituent Engagement
- Listening & Planning
- Solution Teams, Validation & Business Plan
- Project Completed

We are currently involved in Phase 4, beginning the formation of and work of the five solution teams to create high level initiatives for the five major goals. Solution teams are self-managed. They are charged with developing 3-5 goals. November 6th will be the due date for finishing the solution team report to be presented to the Officers and Regents on Nov. 7th for discussion, evaluation and draft plan development.

Regents will approve the plan in February 2014.

One of the goals of this strategic plan will be to identify new revenue streams, since NAPA believes a plan must be funded. In addition to a business plan will be an implementation plan for a five year roll-out.

After the plan is developed, it will be made public and available to campus community. A period of constituent review follows, then the plan is finalized before Regents final approval.

Questions: how difficult is it to do this after FoF and the low campus morale it created? NAPA was aware of the difficulty, and has worked to make the process transparent and inclusive.

How does our response rate for the survey that went out compare to other strategic plans you've been involved with?
UofH's rate of response to the survey was quite high. Usual is 5% or so, and ours was much higher. In addition, the responses showed a large sense of commonality of aspirations across campus.

Sharon Vasquez, Provost presentation:

- Faculty Compensation: Work began in 2011 and took 18 months discovering four major issues: Compensation Philosophy, Survey of Practices and Perceptions, Identify Peer Group for Benchmarking, Framework including minimum, average and maximum by rank. Many misunderstandings were discovered around the perceptions vs. practices of salary.

What should we do about it?
Priority 1: people below our minimum - there are 83 faculty below the 85% mean of the mean salary in our comparison group. We have $300,000 in the budget to adjust these salaries. We ran into many challenges in implementing these: There is no standardized system of Faculty evaluation. We couldn't really bring this group to 85% of the median average of our peer group....there wasn't enough money. She has given the President a proposal that will bring 70 faculty to 83% of the peer group. The other 13 faculty were above 83%.

- We need a consistent instrument for Faculty evaluation. Sharon has never been at a University where the Faculty didn't have input on merit.

Faculty Senate Meeting Minutes
Tuesday November, 12 2013 - 12:15pm

PRESENT:
A&S: Larry Gould, Erin Striff, Michael Walsh, Fei Xue, Bin Zue,
BARNEY: Andy Hao, Deb Kidder, Irina Naoumova, Ke Yang
CETA: James Fuller, Saeid Moslehpour, Ying Yu
ENHP: Lucy Richard, Diana Veneri, Donn Weinholtz
HARTT: Glen Adsit, Robert Black, Joshua Russell, Peter Woodard
HAS: Power Boothe, Hirokazu Fukawa, Jeremiah Patterson
Hillyer: Robert Churchill, Paula Alderette, Scott Scribner
P/T Fac: Ralph Braithwaite
Staff Association: Ben Ide
SGA: Samrana

Absent:
A&S: Sundeep Muppidi, Anne Pidano
CETA: Christian Carloni
ENHP: Kaen Breda  
HARTT: Rita Porfiris  

GUESTS: Aaron Flagg, Jane Horvath  

Welcome and Call to Order - Jim Fuller, Senate Chair  

October Minutes were approved with one abstention.  

For new senators and those not familiar with the process of program closure, Deb Kidder reviewed the role of Faculty Senate in the program closure proposal process before welcoming Dean Aaron Flagg to discuss the closure of Voice MM.  

*Dean Aaron Flagg, HARTT - Proposal to close Voice MM:*  
There has been a downturn in enrollment since the early 2000's. The expectation for this program was to provide Opera training. The faculty of the program wish to close the program because they didn't feel able to provide that level of education. In the fall 2010, the faculty initiated, with the Dean's support, that the program not accept any more students and suspend admissions. There are no productions occurring. There were 1-2 students in the program in 2009, there are not any currently. The new director of the program also didn't feel the program could be sustained.  

QUESTION: Is there HARTT faculty knowledge that the program was suspended? YES.  

A HARTT senator explained that around 2001 the program was reviewed by HARTT and it was determined then that resources should be directed toward the undergraduate voice program and no longer support the MM version. Because of the vocal intensive nature of opera, a college that has an opera program means that you have a graduate program since that higher level and age of students is necessary to be able to perform these voice intensive rolls. Without sufficient vocal training and experience gained at a later age performing these vocal intensive rolls could do damage to the person's voice.  

HARTT faculty were asked to make sure the closure of Voice MM is discussed at the next HARTT meeting and that those discussions are noted in their minutes.  

SECOND READ AND VOTE ON FIVE MAPP CHANGE PROPOSALS - Jeremiah Patterson, Chair Student Affairs. Five proposed MAPP changes presented for first read in October were presented for second read and VOTE. All proposals were approved unanimously with 25 votes.  

FIRST READ OF FPM CHANGE PROPOSAL: Presented for first read by Deb Kidder - Chair of the Faculty Affairs Committee. Composition of the Provost's P&T Committee will be all made up of tenured full-professors with a minimum of 5-years at the University of Hartford. Four reasons that were identified for making this change:  
- Peer Review, major tenet of Academic Freedom - Shared Faculty Governance  
- Deans participate twice in the process  
- Committees should have membership turnover  
- Members of this committee should be a group with its sole business that of P&T.
There are now 92 full professors on campus, and the rationale for keeping the deans on the Provost's P&T committee has always been that there weren't enough Full Professors to staff the committee.

FOF UPDATE: Walt's email memo to all faculty and staff beat us to this update that he decided not to agree with the Provost's recommendation for divestment of 2 of the 5 programs the Senate sent to his desk, while the other three programs will be divested and closed. Modern Languages is now on his desk, and we await his decision. Many programs identified in FOF were deferred for divestment and those programs have submitted reports. The Senate officers expect to meet with Walt and Sharon about those programs that have submitted reports to review impact on Senate activities and organize the next step in the process.

ATHLETICS UPDATE: We had hoped Walt would be here this week to report on athletics. Walt is currently in Europe, so he is scheduled on December 12th to present his report.

160/90 BRANDING UPDATE: Faculty Senate Executive Committee heard a presentation from John Nordyke, Professor in the Hartford Art School Visual Communications Design department, at its last executive committee meeting. John served on the committee that vetted the firms for the branding campaign. His presentation shed further light onto the process. This presentation has prompted the Senate officers to request a meeting with John Carson and Mildred McNeill. The meeting will happen with Senate officers, John Carson, Mildred McNeill and John Nordyke.

A senator asked if the HAS website has been updated since the new catalog was meant to tease people to a new website. The website still has not been changed.

COMMITTEE REPORTS:
ADMINISTRATION LIAISON COMMITTEE: Members have their charges and will interview people on campus and present their reports to Saeid Moslehpour who will take over as committee chair in January.

ENVIRONMENTAL & SUSTAINABILITY COMMITTEE: No report. Will begin work on paperless evaluations & recycling.

FACULTY AFFAIRS COMMITTEE: Looking at promotion beyond full professor. Annual evaluation of Faculty standardization - committee is being formed by Fred Sweitzer that will include F.A.C. members.

STUDENT AFFAIRS COMMITTEE: New MAPP change proposals from the Curriculum Committee will be reviewed by electronic meeting later this week.

A senator thanked the current officers for their hard work this semester.
1:25pm - A motion to adjourn Tuesday's meeting was unanimously passed
Motion to open the meeting accepted: 12:17pm

Welcome of Arosha Jayawickrema, Vice President of Finance and Administration for a presentation on Public Safety on campus.

Public Safety:
Beginnings of the unit was Campus Security force. As it has evolved there has been an increased role in making arrests, confiscating, securing, and destroying contraband, traffic stops, etc.

Margolis-Healy, a consulting firm with a national reputation in this area, was hired by the University of Hartford to conduct public safety assessment. They conducted this 2 years ago. They determined that the work and roles served by our current Campus Security were much closer aligned with those of a traditional police force.

Several recent incidents on campus have led to nervousness about the way our security force is equipped.

We are at a stage now that we need to ask ourselves, "what are our expectations for our campus' ‘Public Safety’ security unit?" Margolis-Healy was brought back to campus and asked to provide guidance for a decision on what path we take for our public safety unit. We can't stay where we are.

At this point in the decision making process about Public Safety, we are in an early stage and are looking for dialogue between Admin. and Faculty Senate for ideas on what to do.
A senator expressed concern about the number of consultants being hired for what seems to be a complete re-build of all aspects of the University in a time of economic crisis.

A senator asked, what is prompting this? There have been numerous tense situations in the recent past in which officers responding were not in the best situation to respond.

A senator asked, are we prepared for a gunman on campus? There was consensus that we weren't, because currently public safety officers are not properly equipped, despite their excellent training and instincts to help people. We have members that will run into dangerous situations to help people despite the fact that they are not armed with a firearm.

Welcome of Sharon Vasquez, Provost:

Updates:
- Jim Mello has left the University. We are looking at that job description to assess need and revisions will likely be made. There is an 8 week holding period.
- Polly Kallen is retiring - this is a big one. We are looking at that job description too. Polly is on a phased retirement so she doesn't work Th. or Fri. of the week. That ends December 31st. Polly has agreed to come back for two weeks in January to help guide the P&T process.
- Joe Voelker will stay through January 15th to oversee the P&T process.
- After FOF, we determined through Walt and officers that we need a more efficient Institutional Research office. That office will be reconfigured. We will search for a Director of Institutional Effectiveness.
- Strategic Planning is going. There are 5 strategic goals that have been boiled down to find synergy. Objectives are now being boiled down. A draft plan is forthcoming.

Sharon has initiated a charge to come up with a Clinical or applied faculty appointment. This would prompt the need for an addition in the area of faculty to the FPM.

Sharon is just about ready to charge a group to look at a standardized review and evaluation process for faculty. Committee will be a joint committee between Senate and Provost's office. Fred Sweitzer and Deb Kidder will be co-chairs.

The Provost's office has come up with a process for periodic comprehensive review of the Deans, having Deans go through a review every 3-4 years. She is working on that and will roll out that process and instrument in the spring semester.

QUESTION: A senator asked about faculty compensation...what's next?
All of the revised contract letters have been returned except one. Deadline is tomorrow. Sharon asked us to come up with ideas from each school and college for the next steps. A&S and CETA have weighed in on their ideas for what to do next. She would like to hear from all the other colleges.

Senators expressed concern that a move toward merit at this point should not derail the process we are in. We've only achieved phase 1 of a 4 phase framework. Sharon agreed that we must keep bringing this issue to the table every year at budget time. Sharon expressed that many other institutions involve faculty and peer review for merit.
Salary adjustment in phase 1 came from reallocated funds identified and generated through the actions from FOF. There were only $300,000 from this for faculty salary adjustments. Concern was raised that the University is not on a path towards salary equity and stability, since the adjustments that were made to those identified in Phase 1 were essentially from funds that were not distributed as an annual cost of living increase to the entire faculty.

PRESENTATION and VOTE on CURRICULUM COMMITTEE REPORT for NOVEMBER: 18 approved and 1 abstention

Work on Pre-requisites continues so the banner sight can go live. Committee is trying to revamp the curriculum approval process to streamline it. Currently the committee spends all of its time working through curriculum change proposals. Streamlining their process will allow the committee to devote some of its monthly meeting time to the development of curricular ideas.

BAT: Sundeep Muppidi -
BAT Approved:
1. Adding a fee for students for the yearbook
2. Changes to the meal plan - renovation of the commons.
3. Fee for the Arts - making free to go to performances
4. Tuition Fee increase
5. HARTT fee

GRANTS & STIPENDS: Christian Carloni
Committee is reviewing the language of the call for Coffin Grants and Summer Stipends before it is sent out.

Closing comment, Arosha provided annual financial documents that are posted on Blackboard, senate page in a folder inside of the Content menu. Feel free to look them over and discuss them in colleges. IMPORTANT REMINDER: These financial documents are INTERNAL documents, and their contents are not to be shared outside of the University of Hartford.

Motion to adjourn was accepted at 1:40pm

TUESDAY, DECEMBER 10th, 2013 - Call to Order: 12:15pm

Present:
A&S: Larry Gould, Anne Pidano, Michael Walsh, Fei Xue
BARNEY: Andy Hao, Deb Kidder, Irina Naoumova, Ke Yang
CETA: Christian Carloni, James Fuller, Saeid Moslehpour
ENHP: Karen Breda, Lucy Richard, Donn Weinholtz
HARTT: Robert Black
HAS: Hirokazu Fukawa, Jeremiah Patterson
Hillyer: Robert Churchill, Paula Alderette
Staff Association: Ben Ide
SGA: Samrana

Absent:
Gary Margolis Skype Conversation: Public Safety
The Margolis-Healy study concluded that the Department of Public Safety on the University of Hartford campus was very professionally managed. They determined that even though Public Safety is not a sworn department, they functioned much the same as a traditional police department. The University invited Margolis-Healy back to campus to explore the possibility that the school would evolve the Dept. of Public Safety into a unit with a greater law enforcement role and level of responsibility.

QUESTIONS:
What is the legal difference between sworn or non-sworn departments?
A: Currently as an unsworn department they are a private force to protect campus, but it works without legal authority granted by the state. If the department was a sworn department they would operate with all the legal authority granted by the State of CT. Sworn police respond to a range of issues and are resourced to do so. Non-sworn police have a limit of issues they can respond to.

What is the status on other campuses in the area?
A: Study in 2008 showed that 1/2 of public safety units on college campuses are non-sworn. The movement nationwide has been trending to have more sworn units.

What about in the State of Connecticut?
A: The state schools and Yale have sworn units.

Is legislation necessary if we move to become a sworn unit?
A: We could become a unit under the Hartford Police or West Hartford Police. Enabling state legislation would also be possible.

Does the University of Hartford have a 'lock-down' policy?
A: It is not realistic to do a college wide lockdown.

Arming public safety…do they have to be sworn?
A: Some sworn agencies are not armed. The issue of arming officers does connect with the issue of how an institution expects them to respond. It is possible to arm the public safety officers without being sworn.

What are the costs associated with this whole thing? it seems expensive.
A: Implementation costs, training costs, costs of HR- class and compensation. It seems expensive, but depends on what is currently budgeted for the agency.

What is the timing of the delivery of Margolis-Healy’s new report?
A: Last week they delivered a draft report, and they are now addressing a few questions were generated from sharing the draft. Gary imagines all the work will be done by the end of the year involving this particular study.

Gary shared a final thought:
They have done studies for other institutions that have resulted in telling the President of those institutions their public safety forces were not ready or qualified to increase their roles. That is not the case at U of H. They found we had a highly trained and disciplined and qualified, department that conducts things at a high level that surprised them for a non-sworn agency. Because our officers do more than expected, they cover areas that would otherwise be under the jurisdiction of local police forces. The local forces rely on our University of Hartford public safety department to cover areas they don't cover. If Walt was to ever decide to scale back the University of Hartford public safety department, the local police forces are NOT in a position to increase their activity to cover the difference. They were asked if they would be able to step into serving what the University currently serves if the University were to scale back its force, and the local police departments said no.

MOTION: To approve of the November Minutes.
VOTE: unanimously approved

F of F Closures - Discussion of Voice MM:
DISCUSSION: The program was discussed at the college level in HARTT's last faculty meeting. Faculty rep from HARTT reported there was no opposition to closing the program.

VOTE: 15 yes to close, 1 no to close, 1 abstain

FPM Proposed Change: Composition of Provost's P&T Committee -
DISCUSSION:
Hillyer had concern about the ability with this change to rein in the Provost who decided to vary from the committee's will.

CETA faculty needed more time to discuss the issue, and asked for a delay to the vote.

ENHP: The FPM change issue came up. Dean expressed concern that deans were not involved in this discussion. Senior faculty member was adamantly against the proposal.

A&S: Proportion of women is small on campus. Wondered how it would work for the appointment process, and guessed that appointments would follow the procedures that we currently use to put faculty onto the committee. Why no more than 2 per college?

HAS: Concerns heard so far were: Why is it not necessary to have one rep from each college? As a small college with few full-professors, we may perpetually be under-represented. Currently, with our dean on the committee, we at least have one representative there. This may mean years without HAS representative. We would like it to be considered to add a rule that the composition of the committee consist of at least one member from each college. Asked to continue discussion for future vote.

VOTE: 15 votes to continue discussion, 1 abstain, 0 no, 2 yes to adopt change
With the highest number of votes on this FPM change proposal being to continue discussion, please bring this issue back to your colleges and offer the two following possibilities for amendment to the proposal:
1. Requiring representation from each college.
2. Maximum number from each college.

BENEFITS TASK FORCE PROPOSED NEW MEMBER: Karen Case - accepted
VOTE: 17 yes, 0 no, 1 abstain

CURRICULUM COMMITTEE REPORT: accepted
VOTE: 17 yes

FACULTY AFFAIRS COMMITTEE REPORT:
The committee presented a new FPM Change Proposal re: Department Chairs for its first read to take back to your colleges.

Overview of Changes to Department Chair language in FPM: FOR EXACT LANGUAGE SEE FILE ON BLACKBOARD
1. Adding to the list: Department chairs should manage the department's budget
2. Expectations for department chairs - should be a tenured full-time faculty member and serve for 3 years with chance for renewal.

DISCUSSION:
A friendly amendment was made and accepted to include, “ETC faculty who have successfully completed their 6th year tenure-like review.”

Q: If there is a search for a new faculty to be hired into the position as chair, does this language cover that possibility if they would not have a chance for tenure yet?
A: It was determined that the language of 'should' leaves it open for this. It was also noted that this concept may be reasoned while hiring, and that it may help to attract and hire faculty that had been granted tenure at a previous institution.

STUDENT AFFAIRS COMMITTEE REPORT:
A proposal for changing language in the MAPP was presented for first read. The changes would affect MAPP sections III.B & III.C. Please bring this back to your colleges in preparation for a vote at the next senate meetings. FULL LANGUAGE OF THE CHANGE CAN BE FOUND ON BLACKBOARD.

ADMINISTRATION LIAISON COMMITTEE REPORT:
Work has been divided to do interviews which are happening. Survey on willingness to engage with Institutional Advancement initiatives was emailed. Please complete the survey.

DIVERSITY COMMITTEE REPORT:
The meeting last week continued discussion of previous business. In the spring, Saied will take on the role of Chair of the Administration Liaison Committee, so Xe Yang will take over as chair of the Diversity Committee.
ENVIRONMENTAL SUSTAINABILITY COMMITTEE REPORT:
Paperless student evaluations. Student Initiatives: recycling on the campus side.

BENEFITS TASK FORCE REPORT:
It was acknowledged that we have “crappy” dental benefit. The committee also discussed the retiree death benefit - when we die we get $2000.00. The question was raised, should we just drop it because it is something that is always payable and the amount is so little is seems embarrassing. Insurance companies go line-by-line through our benefits, and when they see this one, are put off from bidding on the management of our whole package.

GRANTS & STIPENDS COMMITTEE REPORT:
The call is out and they are awaiting applications. Please publicize the call. A reminder will be sent by email next week.

MOTION: to adjourn the meeting -ACCEPTED at 1:45pm
FACULTY SENATE MINUTES - JANUARY 2014

January 16, 2014

Present:
A&S: Larry Gould, Erin Striff, Michael Walsh, Fei Xue
BARNEY: Andy Hao, Deb Kidder, Irina Naoumova, Ke Yang
CETA: Christian Carloni, James Fuller, Saeid Moslehpour
ENHP: Karen Breda, Lucy Richard, Diana Veneri
HARTT: Joshua Russell
HAS: Hirokazu Fukawa, Jeremiah Patterson
Hillyer: Robert Churchill, Scott Scribner
Staff Association: Ben Ide
P/T Faculty: Ralph Braithwaite

Absent:
A&S: Sundeep Muppidi, Anne Pidano, Bin Zhu
CETA: Ying Yu
ENHP: Lisa Zawilinski
HARTT: Glen Adsit, Robert Black, Rita Porfiris, Peter Woodard
HAS: Power Boothe
Hillyer: Paula Alderette

Other: Maria Marques

Senate Minutes for December: voted to approve with one amendment offered by Senator Walsh that the issue about the death benefit is that it is a small amount but also creates an issue for companies bidding for our health insurance coverage.

Faculty Affairs Committee:
FPM Proposed Change - Composition of Provost's P&T committee
Senator Kidder brought this proposal up for a second read and discussion.
VOTE: Tabled for further discussion.
A vote occurred and the outcome was to continue to table any decision to allow another month for discussion within the schools. There are four issues to discuss.

FPM Proposed Change - Department Chair
Senator Kidder brought this proposal up for a second read and discussion.
1. Manages department budget
2. Tenured faculty member or ETC that has completed 6 year review
3. Preference for full-professor
4. Term limits of 3 years renewable

No vote was held, because not all colleges had discussed it at a faculty meeting. Senators were asked to confer with faculty in their colleges to be prepared to vote at next meeting.

**Student Affairs Committee:**
MAPP Proposed Changes to Sections IIIB & IIIC were brought for second read and vote. Both proposed changes to Sections IIIB and IIIC were voted. VOTE: approved with 16 YES and 2 ABSTAIN

**Curriculum Committee:**
Presentation of Curriculum Committee Report & VOTE. VOTE: Report was approved with 18 Yes and 1 No.

Senator Fuller gave a status report of the BA English with Urban Concentration.

Provost Vasquez refers to this as an 'emphasis' rather than a full program, and therefore felt that closing it didn't need to come before the Senate.

Senate feels that since it went through the entire curricular review process to become approved, then it should equally go through a proper MAPP process to divest of the program, which would require Senate review and vote. Senate officers are currently in negotiation with COD to come to a resolution on the proper process to follow going forward. Until resolved, the program is not closed.

Senator Moslehpour offered a 'Sense of the Senate' resolution that the full senate supports the officers in the stance we are taking that all curricular issues must go before the Senate weather deemed large or small, since the faculty is the body responsible for curriculum. VOTE: unanimously approved

**PROVOST SHARON VASQUEZ:** Strategic Planning Presentation

Discussion:
A senator asked about the discrepancy between the work of the solution teams which was detailed and in some cases had ideas that were large and could be controversial, and the final plan which is very broad. Sharon explained that some teams had gone too far with their planning, and that some items in their discussions were more implementation ideas rather than broad planning. Those ideas still exist but details will need to be fleshed out in the future steps.

A senator characterized that the plan reads as somewhat dull and 'corporate'. He worried that taking on such a corporate identity would lead us to lose our true identity. He cited the lackluster examples of our current branding campaign as being examples of seeing the corporate 'cookie cutter' look rather than a more personalized and unique look.
Another senator asked: Where is 'critical thinking' in the plan?

A senator expressed concern that the term 'agility' in the plan would lead to a movement toward less tenured faculty. Sharon does not see that as an agenda in the report. We need to be open to what the University needs.

Another senator asked what 'agility' meant to Sharon. She cited examples of program approval, divestment, FPM changes. We need to discuss the possibilities of a 12 month model....can we offer the possibility of an accelerated program for a student that grants a degree in 3 years rather than 4? She explained that these are examples of things we are not even discussing. We need to discuss them and then if they are good ideas for us, we can't wait years for an approval of these ideas to bring them to fruition.

Another senator asked about the relationship between ETC’s and Clinical Applied Faculty. She explained that the role of these faculty would be to bring in professionals in their fields to teach without expecting them to subscribe to a review process outlined for traditional tenure.

Another senator expressed that implementation is actually the most important step.

Another senator from ENHP expressed that their college's plan dovetails nicely with the University plan.

Another senator noted that there is not much in the plan about international students, and internationalization.

Another senator asked about the involvement of Senate and other faculty with regards to the procedure for enacting the action plans. She agreed that once we are at the point of real implementation, any aspects re: curriculum, program development will definitely involve the Senate.

Another senator expressed the real need for support of innovation, that it doesn't need to be financial, but must be there to avoid the sense of apathy toward doing new things that will require more work to get off the ground when there is no benefit at the end. Sharon pointed to goal 5.c, which looks to establish performance incentives.

Another senator expressed the importance of maintaining 'rigor' while making changes toward these goals. Easier pathways sometimes lead to dilution of the product. We are finding ways to bring more people to the table, but this can lead to a less rigorous outcome. He further asked about retention: Isn't there a percentage of wanted attrition?

AUC is a unique idea. Currently it has lost its spark, most of its classes being taught by adjunct faculty and so few working along the old model of team teaching. The program needs to be looked at again.

Another senator expressed concern about goal 4: Broadening reputation as first-choice university. If we want to be a first choice we need to have quality students, faculty, facilities. Support for this must be spent for infrastructure and this goal will take much effort.

Comments on the Strategic Plan Draft can still be sent to Sue Fitzgerald by January 24th.

DISCUSSION:
There was some concern on the topic of the plan allowing for a continuation of our current level of tenured faculty on campus.

Motion to adjourn was approved at 1:53pm

TUESDAY, January 21st
Call to order: 12:15pm

Present:
A&S: Larry Gould, Anne Pidano, Erin Striff, Michael Walsh, Fei Xue, Bin Zhu
BARNEY: Deb Kidder, Irina Naoumova
CETA: Christian Carloni, James Fuller, Saeid Moslehpour, Ying Yu
ENHP: Karen Breda, Lucy Richard, Diana Veneri
HARTT: Glen Adsit, Robert Black, Rita Porfiris, Peter Woodward
HAS: Hirokazu Fukawa, Jeremiah Patterson
Hillyer: Robert Churchill, Scott Scribner
Staff Association: Ben Ide

Absent:
A&S: Sundeep Muppidi
Barney: Andy Hao, Ke Yang
ENHP: Lisa Zawilinski
HARTT: Joshua Russell
HAS: Power Boothe
Hillyer: Paula Alderette
P/T Faculty: Ralph Braithwaite

Guests: Walter Harrison, President
Non-Senator: Jane Horvath
Other: Maria Marques

President Walter Harrison - Strategic Planning
Process began in May with NAPA group hired as our strategic planning consultant. Walt and two board members selected NAPA group. They were chosen because their approach to planning is to align all constituencies of the University, which appealed to Walt.

Plan distributed to faculty and staff in December was the exact plan that the Board of Regents saw. The Board was not approving in December, but felt comfortable with enough of the plan to have it discussed amongst faculty and staff. Walt acknowledged that the timing of release of the plan at the end of the fall semester was a bit awkward, but that they have allowed the month of winter break to be a time for comments from individual faculty and staff.

What was distributed to everyone was the draft plan and also all parts of the solution teams work as well. This was done for transparency. What it has led to is a misunderstanding that the plan included elements of the solution team work. Walt stressed that if things were discussed in the solution teams,
but not included in the plan, that was done deliberately and those items will not in some way return to fruition. He cited the example of the idea in the solution team report that had us moving from 7 colleges to 3 colleges. This is not something that was put in the plan for a 'good' reason. He also cited the discussion of 'tenure' in the solution team reports, and reiterated the important point that 'tenure' or lowering tenured numbers is not in the strategic plan. He also cited 'agility' as an area that has led to some confusion. He clarified, the concept of agility to him is to be more efficient and adaptable to the winds of change, but not be an excuse to remove tenure. How do we react to things that change in an efficient manner, while also maintaining a level of deliberate action that keeps the process of change and adaption from being frantic.

Walt expects to make some changes to the plan based upon the feedback he has received from faculty and staff that will shortly be made available as Draft II.

A senator expressed concern about the sports program. He also asked Walt to reflect upon the presentation at the last Senate meeting about Athletics. Walt said that Athletics is not an academic program and that he agreed to talk about it with Senate, but mentioned that he was not asked to present information about any other administrative program. It is a program that runs under a budget, doesn't go into the red within those budget parameters, however it is not also self-sustaining (ticket sales funding the department). He said, like other administrative programs on campus, Athletics will foresee a reduction in their budget. He reminded us, budget cuts of all other administrative programs on campus have led to $3,000,000.00 in reductions.

Another senator asked about the impending snow.

Another senator asked Walt to clarify the next step of the strategic plan: implementation teams, timeline, etc.

He started by saying, this plan is not F.O.F. 2, it is its own plan for building a strong university. The plan is general; the implementation teams will do the majority of work finding solutions that support the goals. Teams may vary in size depending on the amount of work each goal requires, and the timelines will likely also vary depending on the specific goal. He used Goal 1 as an example, to say that team may be larger in size. He is working on forming the teams, and putting faculty in leadership roles on teams. We asked Walt about the idea that we will work intensely for 6 weeks with additional team work lingering over two years. He seemed surprised that anyone would be so specific with such a timeline, and that some goals would likely need much longer than 6 weeks to identify an implementation plan. He cited Goal 1 as a case that would likely need more than 6 weeks and Goal 3 as one that might be done in 6 weeks.

A senator asked about the discrepancy between the solution team reports and the plan, and Walt reiterated that the solution teams reports are not the plan. The senator also asked about the correlation between F.O.F. and the strategic plan, citing examples of the definite discrepancy between F.O.F. study identifying areas for growth, with areas identified for growth in the strategic plan. Walt made sure to clarify that solution team work, while important and considered, he intentionally did not pick winners and losers when finalizing the wording of the strategic plan.

At the end of last semester, he was approached by a group of students with a petition signed to make the part of campus south of the Hog river smoke free. Jane Horvath has worked with students to refine their thoughts about this issue. He said he was not able to decree a rule like that, and even if he was able to do so, he wouldn't do it with unilateral authority. He is sensitive to both sides of the issue and
acknowledged that it is a much more complex issue than it seems at first glance. He wants to continue the discussion about the issue.
A Senator asked if there is a policy regarding e-cigarettes. Walt said no but it’s an important thing to look into.

New BAT Member: VOTE
Question: Current members of the committee? Jim Fuller and Sandeep Muppidi
Tom Epps was voted to be the new member

FACULTY AFFAIRS COMMITTEE REPORT:
Just received draft of new 'Clinical/Applied' teaching faculty position. This will be the top priority for the committee between now and the next senate meeting.

A senator expressed concern about how this position being added would affect the percentage of tenured/tenure-track faculty as a whole. Currently we have 85% tenured/tenure-track and 15% ETC. Would this be an additional 15%?

Does this apply to only specific fields? This looks like a move toward a non-tenure system.

ETC –it is the Senate members understanding the Provost is looking at re-classifying the ETC position, not changing the percentage.

The Faculty Affairs committee will bring this to the floor for an official first read at the February meeting.

ADMINISTRATION LIAISON COMMITTEE REPORT:
Senator Moslehpour will be taking over where Donn Weinholtz left off. (From December minutes: Work has been divided to do interviews which are happening. Survey on willingness to engage with Institutional Advancement initiatives was emailed. Please complete the survey.)

DIVERSITY COMMITTEE REPORT:
The committee met in December, and tasks were assigned. As announced last Fall, Senator Moslehpour will take on the role of Chair of the Administration Liaison Committee, and Senator Yang will take over as chair of the Diversity Committee. Senator Moslehpour will continue as a member of the Diversity Committee. The next meeting is in the process of being scheduled.

ENVIRONMENTAL SUSTAINABILITY COMMITTEE REPORT:
Nothing to report since December meeting.

BENEFITS TASK FORCE REPORT:
Karen Case was re-elected to serve on the BTF in December. She had been deemed non-eligible due to a “one year off” clause. An exception has been made by V.P. Arosha Jayawickrema who oversees the committee, and Karen Case will begin serving immediately.

GRANTS & STIPENDS COMMITTEE REPORT:
Applications are arriving, due date January 24.
BENT/LARSEN/TRACHTENBERG COMMITTEE REPORT:
The committee is meeting Friday, Feb. 7. Submissions are due January 31. Committee Chair reminded Senate that there was no Hillyer representation as of yet. Waiting on election of a Senator from the faculty at Hillyer. Hillyer Senator present explained that time at faculty meeting had not allowed for election.

Staff Association Report
None

SGA
No representation at this January meetings. Adm. Assistant to follow-up.

Senator Fuller announced that the Provost’s office has sought the advice of a consultant to meet with faculty to develop an evaluation document to evaluate deans.

A Senator requested a figure of what the University has/is spending on consultants collectively. Another Senator commented that the branding should be coming from the inside, where people know who we are, not from the outside…

Senator Fuller also updated the Senate that the reports from 160/90 are being sent to the Officers. He read a statement he received from VP John Carson regarding the current status and action of 160/90. “The agency met in December with all of the deans about their needs/desires to support recruitment and yield & that will help inform the Provost & Walt as we consider Year 2 options. We are hopeful that we will see a final visual concept for Hartt, prior to moving their publications into the brand look. In addition, we have begun to work with each school and college about branding its admitted students luncheon. We have the agency working on a presentation that will show all work done to date. They will come to campus sometime in February for an internal brand campaign update and a session on how to “speak” the brand. We may also have an actual writing work session for those who are interested and able to come where we give them actual writing assignments and work through speaking the brand. As all say, we need to “push the brand down” into the University at all levels and areas. There is upcoming, some Bates House renovations as well as some Sports Center redress actions planned.”

A Senator also brought up the concerns on the effects of the Obama Care on benefits based on contact hours.

A Senator asked for perceptions of the Strategic Plan, and does the University know where it wants to go. Others chimed in with the following comments: “it’s hard to get excited about a ‘generic’ plan,” “let’s not forget that FOF was damaging, demoralizing…”; “I feel that we are lacking effective ‘leadership;’” “the plan is vague, and seems focused on austerity; we need to know what we are getting for what is being taken away. “…there is a strong sense of economic drive only…, if that is the case, then just say so.” No conclusion was reached nor decision made.

Adjourned 1:45.
Faculty Senate Meeting Minutes

February 11, 2014

Present:
A&S: Larry Gould, Sundeep Muppidi, Erin Striff, Michael Walsh, Fei Xue, Bin Zhu
BARNEY: Andy Hao, Deb Kidder, Irina Naoumova, Ke Yang
CETA: Christian Carloni, James Fuller, Saeid Moslehpour, Ying Yu
ENHP: Karen Breda, Lucy Richard, Diana Veneri, Lisa Zawilinski
HARTT: Robert Black, Peter Woodard
HAS: Hirokazu Fukawa, Jeremiah Patterson
Hillyer: Robert Churchill, Paula Alderette, Scott Scribner
Staff Association: Ben Ide
SGA: Samrana Bertrand

Absent:
A&S: Anne Pidano
HARTT: Glen Adsit, Rita Porfiris, Joshua Russell
HAS: Power Boothe
P/T Faculty: Ralph Braithwaite

Guests:
Walter Harrison – President
Sharon Vasquez – Provost
Lucille Nickerson – Chair of the Board of Regents

Other: Maria Marques

Call to order: 12:15pm

Minutes of January's meetings were approved
Introduction of Lucille Nickerson, Chair of the University of Hartford, Board of Regents.

She is honored and pleased to be part of the University Board of Regents, and acknowledges the hard work the faculty does for the University. She thanked us for the invitation to speak.

About the Board of Regents: The University is established by statute; the Board is a minimum of 25 and maximum of 60 members. She has come to appreciate the effectiveness of a large body such as this.

Currently there are 60 Regent members. Regular at large members serve for three years and are eligible for three terms. There are three faculty members, traditionally the Senate officers. There are three members that are students, two undergrad and one grad, which is unusual on boards.

There are 10 Board of Regent's Committees that oversee the workings of the University. The committees govern, and make policy recommendations for the workings of the University.

A Trustee is a term that is more universally understood when talking about the role of Regents. They are entrusted with the major guidance and oversight of the University.

When you come to deliberate as a Regent you put aside personal and partisan thoughts and govern and make decisions on behalf of the institution.

QUESTION: Is it difficult to manage the 60 member Board, which is many compared to other Universities?

A: They are excellent members, from diverse backgrounds, and despite the differences in views, they frequently coalesce on decisions.

Q: What is currently on the plate?

A: They have been considering the strategic plan. Lucille said, if asked what is the single most important thing a board does, giving thoughtful strategic direction is the most important.

Lucille asked us: How do you as a diverse body come to consensus?

The Senate was modeled after the Board to some degree, with chairs of committees, and with the committee structure moving things up allows some of the issues to be resolved before coming to the floor of the Senate. Another Senator noted that several of the votes of the F.O.F. process did not have consensus, and were divided.

Walt asked Lucille to talk about the Board of Regents and where they come from.

Hartt has 6 members, HAS has 6 members, Alumni Association has 6 members (but there are many more Alumni as members), Faculty Senate has 3, Students have 3 (two Undergrad and 1 Grad).

Walt commented that many Universities have boards that are made up of alumni. Being a young institution, we started without alumni, so over time we have evolved to have more and more alumni as Board members, and now we have a majority of the members as alumni. Walt sees the future where more members are alumni, since they have a more personal knowledge of the institution.

Lucille commented that the strength of the University is its Board.
Walt also commented on the term Regent vs. Trustee. The term “Regent” is more of European term. He prefers “Trustee,” since it evokes the concept that these people have a duty of trust towards the University.

Q: How are nominations handled?

A: There are many ways. The ones mentioned above come from the schools and entities to the governance committee of the Board where they are vetted and considered for membership. Students apply through Susan Fitzgerald's office and are vetted. Other members come through advisory boards, through their show of support through financial contributions. They don't take members without screening.

Walt Harrison presentation:

What Walt has noticed as a difference in being a University president is that the Regents are his boss. Walt had experience working with Boards in Michigan. Their board is elected through partisan elections, democrat and republican through a state vote. There were 8 members with often a varying balance between party affiliation. He can say it is much easier to be a president at a private university.

Strategic Planning:
He met on Friday with the Strategic planning committee and they changed his mind about the next step in the planning process. The officers took all of the comments that they heard in the period between Dec. 20 and Feb. 1st and put them together into a revised plan (Plan 2.0). They received about 40 written comments. Most thoughtful, some long, some short, a variety of opinions. They are working on a way to share the comments while maintaining confidentiality, so everyone can see the variety of what was said. They held listening sessions, sessions with the deans, and took notes and comments. They included their own reflections and comments from Regents and created the 2.0 version. It is not different in substance, but is now cleaner. He cited the word, "agile" as having been controversial and so it is an area that changed for clarity. He also worked to avoid duplication. What he was going to do was distribute the revision, but instead the planning committee suggested that it first be presented to the Board to show how each element in the plan responds to perceived threats to the University. The next step will be to talk about the revisions with the Board next week, hopeful they'll give their blessings, and then allowing it to be made available across campus.

Implementation teams were created by Walt and University officers. The next step is to ask the individuals chosen for their agreement to serve on these teams. These teams will be tasked to provide specifics, timelines, costs, and an outline on how to implement the strategic direction of the plan. The teams will set up how it will be implemented, but are not tasked to manage the implementation directly. The teams will be kept in place to measure the success of the implementation of the plan.

*A list of all 5 goal chairs is posted on the Senate Blackboard webpage, and a list of all goal team members will be forthcoming in the next week or so.

Athletic Director Search: Pat Meiser announced last week that she intends on retiring. The search committee will be formed soon and will consist of Regents, Faculty and Students.
Now that she's retired, shouldn't we now move to Div. 3? That is not his intention. He has a plan for Athletics that is in the process of being vetted for Title 9 compliance. He is glad to meet with Faculty about the role of athletics on campus, but wishes that any of these meetings be open to members from Athletics that are eager to participate in those discussions.

Issue of sexual assault? His general thoughts are that we have a good system but that it is constantly tested by each case and the complexity of each case. He feels we have a fair system and that the right people are involved in this issue.

Issue of gun violence on campuses? Thankfully this is not an issue for us, but he also carries the weight of the issue that it could potentially happen anywhere. He is concerned that people don't know what they do in case something was to happen in their building...what lockdown procedures are in place, etc. He has tasked Mike Kaselouskas to go college to college to meet and learn about what to do in emergency situations. There is an 'active shooter, what to do video' that is available to faculty and staff.

A senator encouraged that we also implement a process of trying to identify problems of this nature before they exist. He cited an example of a student that showed very violent actions toward 5 faculty members and that student was not disciplined properly, instead they were made a red-cap and other recognition. In this case, the system failed as the actions were documented, reported, and the cased was dismissed up the ladder.

Another senator cited an example that faculty need to be made aware of how to protect themselves with a student that is acting violently, rather than just being directed to helping the student.

Sharon Vasquez presentation:

Strategic Planning - flip it around..."let's look through a different lens".
How is the Board looking at Strategic Planning?
One of the key focal points of the Board has been identifying the threats to the University. There is an effort underway to help educate the Board about the threats. These are the threats that the Board is looking at:

1. Changing Student Demographics
2. Intensified Competition in our Marketplace
3. Increasing Issues around College Affordability, student indebtedness.
4. High Tuition Dependence of our University
5. Disruptive Innovation - everything technology has done to us....making education free or almost free. (MOOC’s, etc.)

Plan version 2.0 was an attempt to clarify the language and make it more neutral. This has been done to gain Board buy-in.

In response to item 1) above: Invest in new markets; online (two different cultures coming together ie. Board and Faculty); opportunity for transformation of undergraduate education to make us distinctive, possibly grow moving forward. This will hopefully excite faculty.
2) Brand and Brand roll-out; "will make a real difference for us and get more students here" 12,000 students have inquired about UH; brand is about how the campus sees and talks. Provost suggest inviting Chuck Collarulli to present to the Senators. The vision comes down to: "challenge, support, success"

Senator: worried about losing positive community feeling to gain a minor competitive edge; performance-only basis for raises; incentives tied to brand must be done right; constructive vision vs. destructive.

Senator: “forget the marketing jargon, just say the goal”

Sharon: understanding the methods behind the "challenge, support, success" i.e. some existing methods support students and challenge them and these should be disseminated while also developing new ways to “challenge, support, success”. “Looking at the best of what we do and bringing everything to that level.”

Senator: The trend is to have fewer private institutions; more public institutions, and other local threats;

**Dean’s Review & Oversight Committee**

Senator: Mistrust of admin from some faculty re: evaluations/assessment

Sharon: where is the role for peer review? this should be considered as the Committee creates the document. Deb Kidder and Fred Sweitzer are co-chairing the committee on the role of peer review. Among other things the committee is discussing expectations, measurement instrument, and “who are the right people around the table?”

Senator: Again, stressed the issue of morale on campus; part of the expectation is serving students

Senator: salary compression leading to faculty "checked out" is rational

Senator: status of on-line programs

Sharon: list of programs to start with; MSN is one starting now; will be rolling out online courses as part of the program until the program can be fully online in Fall 2015; the online will be in parallel with the traditional program;
A market analysis done last Fall-Spring led us to a third-party firm that makes a total on-line experience. Provost suggested R.J. McGivney, University Programs (rmcgivney@hartford.edu, x4401) to speak to the Senate about this program.

Review of Academic Deans: They are using a 360° approach with a diverse constituent: to whom; with whom; report to whom; including alumni, Board of Regents, etc. Hartt, Art, and Barney deans, as they are all reasonably new, will be the first to undergo this procedure.

The initial goals are of consistency and reliability. The report is due within 75 days of the meeting; end of April. “We need to stop thinking that everything takes a year,” the provost concluded.

Adjourn
1:50p.m.

THURSDAY, FEBRUARY 13 SENATE MEETING WAS CANCELLED DUE TO SCHOOL CLOSING. RE-SCHEDULED FOR FEB. 18.
TUESDAY, FEBRUARY 18th

Present:
A&S: Larry Gould, Michael Walsh, Fei Xue, Bin Zhu
BARNEY: Irina Naoumova
CETA: Christian Carloni, James Fuller, Saeid Moslehpour
ENHP: Lucy Richard, Diana Veneri, Lisa Zawilinski
HAS: Hirokazu Fukawa, Jeremiah Patterson
Hillyer: Robert Churchill, Scott Scribner
Staff Association: Ben Ide

Absent:
A&S: Sundeep Muppidi, Anne Pidano, Erin Striff
BARNEY: Andy Hao, Deb Kidder, Ke Yang
CETA: Ying Yu
ENHP: Karen Breda
HARTT: Glen Adsit, Robert Black, Rita Porfiris, Joshua Russell, Peter Woodard
HAS: Power Boothe
Hillyer: Paula Alderette
P/T Faculty: Ralph Braithwaite

Guests:
Jane Horvath – A&S, Hillyer

Other: Maria Marques

Call to order: 12:20

Due to the snow we will delay any votes until we reach a quorum.

Please communicate with your deans about Senate business that needs time to discuss at your next college senate meeting. We have been given the go-ahead as officers to contact the Deans if you feel you were short changed with regards to time at your college meetings for senate business.

EHNP senators shared that their college meetings have been perpetually scheduled during the same week as Faculty Senate.

Implementation teams have been formed and we will look over the lists. Thank you to everyone who agreed to serve.

COMMITTEE REPORTS:
Staff Association Report: Meeting with Mario Maselli re: centralization of printings services on campus.
Question: any further discussion about staff salary review? Not known.

SGA Report: Research Grant out for a faculty member to do research with students.

Administration Liaison Committee: Met this month. There have been some changes to the members of this committee, and duties have been re-defined
BLT: Meeting this Friday to discuss the nominations that have been made.

Environment & Sustainability: There will not be another meeting of the committee until the members demo two pieces of software for paperless course evaluations called "CollegeNET-What do you think" and "Blue" which uses Blackboard as an interface.

Grants & Stipends: They are reviewing applications with a deadline of reviews of next Sunday. They will meet next week to discuss them. There were 9 Summer Stipend and 18 Vincent Coffin Grant applications. There was discussion about whether or not summer stipend applicants that have never taught summer-term should be considered. The Committee will be reviewing this issue.

Student Affairs: There are two students that were granted University Scholars funding for their projects. These will be presented at the University Scholars colloquium.

Faculty Affairs: Discussion of clinical/applied faculty position proposal, and amendments were proposed to COD. Hillyer presented a counter proposal FPM change that the Provost's P&T committee should consist of one faculty member from each college along with the deans, and that the dean from the college of a candidate should recuse themselves from the vote on their particular case. Their counter proposal would create a Provost's P&T committee of 14 (7 faculty and 7 deans) members with 13 voting on each case (7 faculty & 6 deans).

Senate will vote at the March meeting on the original proposal to change the present P&T Committee composition. The Faculty Affairs Committee may present new proposal to include Hillyer recommendation.

A senator asked who is on the Senate/Deans Joint: Chuck Colarulli, Fred Sweitzer, David Goldenberg and Senate officers. There is currently no replacement for Joe Voelker on the Senate/Deans Joint committee.

Meeting was called to close without a quorum to vote.

Motion to adjourn: 12:55

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**Faculty Senate Meeting Minutes**

March 25, 2014

Present:
A&S: Larry Gould, Sundeep Muppidi, Anne Pidano
Erin Striff, Michael Walsh, Fei Xue, Bin Zhu
BARNEY: Deb Kidder, Ke Yang
CETA: Carloni, Christian, James Fuller, Saeid Moslehpour, Ying Yu
ENHP: Karen Breda, Lucy Richard, Diana Veneri, Lisa Zawilinski
HARTT: Glen Adsit, Peter Woodard
HAS: Hirokazu Fukawa, Jeremiah Patterson, Joshua Russell
Hillyer: Robert Churchill, Paula Alderette, Scott Scribner
Staff Association: Ben Ide
SGA: Samrana Bertrand
P/T Faculty: Ralph Braithwaite

Absent:
Barney: Andy Hao, Irina Naoumova
HARTT: Robert Black, Rita Porfiris
HAS: Power Boothe

Guests:
Walter Harrison – President
Sharon Vasquez – Provost
Jane Horvath, Faculty
R.J. MacGivney, Faculty

Other: Maria Marques

Call to order: 12:17pm - James Fuller, Chair

Minutes of the meetings of February 11th & 18th: approved

**Walt Harrison remarks:**

*Student Arrest:*
A student of ours was arrested for hazing in an off-campus location. Hazing is a felony violation and so this incident is now in the hands of W. Hartford police. All students involved have been advised not to discuss it since they would be witnesses in a potential trial. The incident played out in a house where students rent. When the complainant was a student here, he made complaints but the subsequent investigations of the alleged incidents did not yield any findings. The alleged group is not sanctioned and the student involved is no longer a student here.
The police did tell us about this. We take this very seriously and an active interest in making sure hazing is not part of our campus community.

*Troubling State of CT Legislative Development:*
The speaker of the general assembly of the state of CT has introduced a bill in the assembly along with a similar bill introduced in the state senate that would make private colleges and universities as well as private hospitals subject to full state tax rates. We pay property tax to the two towns in which we have property, because we are a tax exempt we pay at a lower rate. The speaker wants to make us pay the full rate of tax and then receive some relief in the way of credits. Walt is not sure why the speaker wants to do this. He suspects that it involves real estate reform. CT would become the only state in the nation to do this. It would levy a great financial burden on us and put us in a position of difficulty in competing with colleges like us in other states where this is not the practice. Walt is not certain that this will get through with the governor's election forthcoming, but the speaker has a powerful position and seems persistent to making this happen in the future. The perception of us as an institution is that we are well-to-do, however that is certainly not the case. This move is a sign of the way in which higher-ed is viewed.
We do pay property tax in Bloomfield. We have about 170 acres of undeveloped land. We pay taxes because it is not developed and not used for education. We also pay property taxes on the two houses we own and do not use for educational purposes. We pay taxes on a lot of land behind Walt’s house. The current view is that we as a University gain ‘charity’ status, and this could change that drastically.

Q: Have we pursued ways in which we could unload our tax burden on the 170 acres of land by making it educationally valuable? i.e. a nature trail for student use?

A: We have pursued the sale of some of the land to development. We have been reluctant to sell it because the tax burden is not that much and selling it would cut off the other property. We have had one offer over the years.

Q: Is this coming from another state having done this?

A: Walt is not aware of another state doing anything like this. The mayor of Hartford for the last couple of years has wanted to have a pilot program to target the colleges and hospitals for taxation.

Q: Why private hospitals and universities?
A: He doesn't know. The perception is that private universities and hospitals are wealthy.

Q: What percent of the budget would this effect? You mentioned 5-6 million dollars?
A: He isn't exactly sure until he sees the details of the bill. The people that have met the speaker say he is not friendly of Quinnipiac University. Government properties are not taxable. They will not tax themselves. UCONN has announced that they will move from West Hartford to Hartford and that will take a substantial amount of property tax value away from taxable status for Hartford.

Q: Does the speaker have support?
A: In the end, he is the speaker of the house. Walt was told the hearing was almost entirely supportive of hospitals and universities, but the bill is still alive because no one is willing to vote against a proposal from the speaker’s office.

Strategic Planning:
We are moving along, have named implementation teams, and they are working. We have a significant report due to the board by May. We have more work to do in the first and second goals, and initiatives such as branding are well under way. The first two teams have a major task ahead. Goal three, involving 'online educational initiatives' is under way and we have taken some steps already in implementation. Goal 4 which deals with controlling cost will be detailed to work in concert with the other work.

A final note, he has done some fundraising over the winter that has begun to bear fruit.

Sharon Vasquez, Provost's Report:
A series of slides were shared to outline the progress of the online educational initiative.
Online Educational Initiatives in the Strategic Plan -  
We have seen a decline in Undergraduate enrollment which is the backbone of our  
institution.
We are down over 300 students.
Other institutions are aggressively moving into online markets.
Market analysis we did show adult students as outpacing FT Undergraduate demographics.
Technology is a big lever for us. We are talking about a new market, not replacing what we  
already do.
We are talking about fully online programs that are fully Graduate level.
We have identified a third-party provider to help launch our online programing.

RJ McGivney Report - Decision to use a third party - CAP Ed  
We don't have the resources.
Minimizes our financial exposure.
Provides expertise in market i.d., marketing, instructional design.
Contract period is limited - we are looking at a third party provider now, but we are not  
committed forever. We can take it on in-house in the future if it works out.
They provide pro-bono advice on best practices.
Why Capital Education (CapEd)? - Sharon Vasquez
Clear choice from feedback of faculty, staff, admin.
Online community is their focus.
Excellent referrals re: expectations and performance
CEO : came from academic ranks

Process Timeline - RJ McGivney
Feb. '14 - Board of Regents has approved and identify implementation teams.
Mar. '14 - Finalize agreement and choose two 'launch' programs. Two courses for the fall,  
two more for the spring, two more courses for the summer. Incrementally migrating.
Hope to launch two additional programs in each of 2015 & 2016 years.

Under discussion: MSN, MSOP

Faculty responsibilities:
1. Create the courses, 2. Teach the courses, 3. Assess the courses, 4. Revise the courses  
Different faculty may serve as: part of load, overload, through course release.

What does it mean for Graduate Education?
Migrate programs that demonstrate market demand.
Make strategic decisions about new graduate programs.
Explore opportunities for online certificates.

Q: What do you see as the Provost as the Senate's role in approval of curricular changes as  
it relates to these program changes?

A: The senate has no role in migration of platforms, however there would be a role for new  
curriculum.

A senator expressed concern about 'cannibalization' of our product that online degrees  
would produce.
A senator expressed concern about how we control our content and copyright over it. Do we own the intellectual property?
A: We own the property. We are not the first out of the gate with this as an institution, so others that have done this have served to iron out some of these issues. CapEd doesn't involve itself with intellectual content.

Adjourned: 1:50p.m.
Faculty Senate Meeting Minutes
April 27, 2014

Present:
A&S: Larry Gould, Erin Striff, Fei Xue, Bin Zhu
BARNEY: Andy Hao, Deb Kidder, Irina Naoumova, Ke Yang
CETA: Christian Carloni, James Fuller, Saeid Moslehpour, Ying Yu
ENHP: Karen Breda, Lucy Richard, Diana Veneri, Lisa Zawilinski
HARTT: Joshua Russell, Rita Porfiris, Peter Woodard
HAS: Hirokazu Fukawa,
Hillyer: Robert Churchill, Jonathan Daigle, Scott Scribner
Staff Association: Ben Ide
SGA: Samrana Bertrand

Absent:
A&S: Sundeep Muppidi, Anne Pidano, Michael Walsh,
HARTT: Glen Adsit, Robert Black
HAS: Power Boothe, Jeremiah Patterson
P/T Faculty: Ralph Braithwaite
Other: Maria Marques

Meeting called to order 12:15 p.m.

1) minutes of March 4, 2014 approved with one abstention

2) Mary Christensen: English Ed with Urban Emphasis proposed closure huge openings for English Ed teachers, especially in urban areas due to retirements no new courses created to have this emphasis same number of credits in Education passed through channels no marketing of program due to holds from FoF process and new branding/marketing marketing finally approved but too late for this fall's enrollment A&S agreed to take it on but gen ed course requirements are more so additional credits required to do emphasis; this leads to additional time required to complete this is a way to attract minority students and faculty

Q: specific courses available?
A: State requires certain courses
A: If student is interested they can take the specific courses

Q: Shouldn't this stay in ENHP? Valuable certificate?
A: Yes but English Ed moved to A&S already.

Q: Can you see a way to make this work in A&S?
A: Input may not be of value to them. But, yes this could work in A&S.

Q: Enrollment history?
A: None since no marketing.

Q: Research sources?
A: Urban schools population increasing. Job openings in this area.
Q: Great opportunity for the university. Are you cultivating anybody?
A: Since it moved, there is no one to take it over.

Q: Can students do this without Emphasis? If we eliminate it this may not come back
A: Could do some courses in winter term. Appreciates passion from Senate.

Q: Would you submit the emphasis requirements?
A: Look at original documents that were submitted with its creation

Discussion:
A Senator stated that the the history of the program did not come out in Katherine's and Mark's presentation This could strengthen our involvement with the community re: Partnerships could be created in Hartford.
A Senator advocate to not close.
The proposed closure from administration: great example of "numbers based" analysis and decision with no vision University-community partnerships and community engagement potential A&S English Department has not talked about this. Support in English Department to broaden English to cultural urban areas There is a need for these graduates! Market survey shows significant need due to pending retirements across the country

Vote: 18 No to close, 2 Yes, 2 Abstain

2) CAT proposal: Senator Kidder presented the Faculty Affairs proposal for Clinical/Applied Teaching Faculty type for the first read.

3) Provost P&T Committee Hillyer proposal Hillyer unanimously apposed earlier one (that was approved by Senate 11 10 5). They felt it wasn't a good outcome since it could be that a majority of faculty do not want it History of Provost overruling Committee; this new proposal was viewed as being stronger than just faculty (a mix of Deans and faculty) History shows that even though deans voted one way, the Provost overruled the recommendation Send this to faculty today or tomorrow to inform them and then get feedback

4) Length of academic year:
Since faculty are paid in 20 pays (with an option for 26): implies 40 week contract period what about winter teaching?
what about academic/professional development trips during the 14 weeks?

5) Senate By-laws:
a) Responsibilities and tasks of senators, chairs and officers
b) Consolidation of Committees: for better schedule streamlining and responsibility streamlining

6) Committee reports
a) BLT - one more meeting
b) Curriculum: 1) A&S 1st year experience course: students not having to retake it if they fail; 2) AUC "permanent Special Topics" raises question of peer review by curriculum committee
c) Diversity Committee: Diversity tool kit being reviewed and updated; Equity and diversity award discussed
d) Grants: 4 Summer; 5 Coffin with 2 pending

e) Staff Association: Suzanne McNeil Career Bridge presentation; farmer's market (Community Supported Agriculture buy shares in farm by individuals)

f) SGA Senator had to leave for class and could not present

meeting adjourned at 1:45

FACULTY SENATE MINUTES
Tuesday, April 8, 2014

PRESENT:
A&S: Larry Gould, Sundeep Muppidi, Erin Striff, Michael Walsh, Fei Xue, Bin Zue,
BARNEY: Andy Hao, Deb Kidder, Irina Naoumova, Ke Yang
CETA: Christian Carlioni, James Fuller, Saeid Moslehpour, Ying Yu
ENHP: Karen Breda, Lisa Zawilinski, Lucy Richard, Diana Veneri, Donn Weinholtz
HARTT:
HAS: Power Boothe, Hirokazu Fukawa, Jeremiah Patterson
Hillyer: Robert Churchill, Jonathan Daigle, Paula Alderette, Scott Scribner
P/T Fac: Ralph Braithwaite
Staff Association: Ben Ide

Absent:
A&S: Anne Pidano
Announcements:
BLT awards - Thank you to Diana Veneri and the committee for their deliberations
Bent Award: Ivana Milanovic
Larson Award: Monica Hardesty & Glen Adsit
Trachtenberg Award: Hisham Alnajjar
Davis AUC Award: Nels Highberg

Report from Senate Dean's Joint meeting:
Feedback from Deans about Provost's P&T committee proposed FPM change to all faculty - the deans disagreed with having the committee be all faculty. Although not part of the proposal, the deans stated that they could agree to four or five total faculty on the committee, adding two or so to the current three. They were concerned that if there was one faculty member from each college, they would not be able to “put on their university hat” and would feel that their role would be to represent their own college.

Feedback from Deans about proposed changes to role of Chair - The deans did not agree with any of the proposal. Because there are some schools where the department chair does not handle the budget, they voted against adding that to the chair’s list of responsibilities. In addition, they disagreed with the language about chairs being ideally tenured since what was important was to have someone who is right for the job, not whether they have tenure or not. They viewed term limits as being too political. They are proposing that faculty who are unhappy with their chair should go to their deans.

Chuck will continue to work through the proposed MAPP changes. We should hear soon.

Additional reminder: committee chairs must submit end of year report by May 23rd.

We have two proxy votes for today's business.

Minutes from the March minutes were approved.

Student Affairs Committee Report: SA Committee resolution of April 3, 2014 asking the Provost to clarify the reading of MAPP section III.C.3 was approved for endorsement by the Senate with 25 yes votes and one abstention.

Curriculum Committee Report: The report was unanimously approved

Q: is there a fast track to changing pre-requisites
A: Yes, each college has been tasked this year with completing a table to confirm all prereqs and may make changes using this form.

The curriculum committee would like feedback and direction on the A&S proposal to make adjustments to their first-year seminar. They currently offer most of their sections in the fall and two in the spring, the spring courses are used for transfer students and students that fail the course in the
fall. They are proposing that it is a required course but that students that fail the course would not be required to re-take the course.

The committee falls into two camps: 1. concerns about changing the precedent of a student failing and not having to repeat the course, 2. concerns about student rights about being able to remove the F from their transcript by repeating the course.

Ideas for how to resolve this issue were discussed. Comments were made that supported each point of view. The committee will continue to discuss the proposal and report back next time.

THURSDAY, APRIL 10th, 2014

PRESENT:
A&S: Larry Gould, Sundeed Muppidi, Erin Striff, Michael Walsh, Fei Xue, Bin Zue,
BARNEY: Andy Hao, Deb Kidder, Irina Naoumova, Ke Yang
CETA: Christian Carloni, James Fuller, Ying Yu
ENHP: Karen Breda, Lisa Zawilinski, Lucy Richard, Diana Veneri, Donn Weinholtz
HARTT: Glen Adsit, Robert Black, Rita Porfiris, Peter Woodard
HAS: Power Boothe, Hirokazu Fukawa, Jeremiah Patterson
Hillyer: Jonathan Daigle, Paula Alderette, Scott Scribner
P/T Fac: Ralph Braithwaite
Staff Association: Ben Ide

Absent:
A&S: Anne Pidano
CETA: Saeid Moslehpour
HARTT: Joshua Russell
Hillyer: Robert Churchill
P/T Fac: Ralph Braithwaite
SGA: Samrana

Guests:
Sharon Vasquez—Provost
Walt Harrison—President
Jane Horvath – A&S, Hillyer
Smooove-pee Student Committee
Patricia Jaeger
R.J. McGivney
Marty Roth, Dean

Other: Maria Marques

Call to order: 12:18pm

Jane Horvath - Presentation of students who wish to create a ‘smoke free’ campus.
Smoke free committee: first committee was formed in 2009 and it resulted in making HJG center smoke free. The committee generated several petitions in 2013, including one asking that the academic side of campus be immediately made smoke free. 1440 signatures were generated. They were proud to present this to President Harrison and since that meeting have been working to build support amongst the many constituents on campus to build coalitions toward the desired goal. They have sponsored many public forums to discuss the issue. Their work to date has been to build
support amongst students. They come to Senate today to seek support and input of faculty on how this could be done.

Q: What percentage of students signed the petition?
A: Roughly 33%

Q: What do the other 2/3 of students feel?
A: They feel the petition could generate more signatures. There are people that disagree with the petition, but they feel that it is a minority.

The difficulty in implementing this is that there are real people affected who are addicted to nicotine.

Q: Can there be a designated smoking area created?
A: That was considered.

However it is dealt with, someone must be designated with the responsibility with oversight of the rules.

A senator commented that he would prefer just banning it.
Another senator commented that the numbers of students supporting this petition is the most powerful bit to emphasize and publicize.

The committee is proud to have this be student led.

Another senator commented that although he despises smoking he sees this as a wider issue of freedom or free speech and that universal decree based on majority rule is frightening in the way it can steamroll the minority opinion.

Additional comments can be shared with Professor Jane Horvath.

Walt urged the committee to share the data that we are behind the curve on this issue, as over 750 colleges nationwide have been made smoke-free. He also shared his thoughts that this conversation should continue and that he continues to believe in coalition building on this issue.

A senator suggested that we should bring this issue back to our college meetings. Another senator asked that such a meeting occur when faculty can openly discuss this from both sides of the issue.

The Smoke-free Committee's next open meeting is scheduled for April 22nd.

President Walter Harrison's remarks: Thank you for the meeting with these students. It is important for them to hear from you whether or not you agree with them or not.

1. Smoke-free discussion
2. Speaker Sharky's Bill requiring private universities and hospitals to pay property tax. If passed as currently written it would impose an additional tax of 8-10 million dollars on our budget. Walt went to the Hartford Courant's editorial board for support with Fairfield University. We are continuing to pursue the matter and Walt feels it is an important threat. There are thoughts that this will pass the general assembly. Q: What can we do? Can we sign a well drafted letter? A: Perhaps. Another senator asked for the bill number so he can contact his local representative about this issue. Q: A senator asked if there is any precedent for this in another state? A: None.
3. Strategic Planning Update: Five groups are working on development of implementation plans for strategic directions. Hope is to have more detailed plans by the first week in May that includes metrics that will direct the implementation of the plan over the next two years. The plan will layout steps that will need to be taken for implementation.
4. Online migration discussion: Interpretation of the MAPP. Walt heard rationale from Sharon about her decision about this and feels himself that her rationale is sound. He views the MAPP and FPM as documents that can be interpreted. He is glad to join in on the discussion if needed.

Sharon Vasquez, Provost: discussion to clarify decision that MAPP III.C.3 does not apply to migrating programs online.

She pointed to the lack of officer continuity as perhaps a reason for confusion. She acknowledged a disconnect from past officer group to our new officers and stated that the previous officers were involved in the process that led to the contract with Cap Ed.

Essential work for faculty: What was the degree, and what were the essential learning outcomes that would lead to the conference of the degree. She would never suggest changing essential learning outcomes, content etc. without proper review.

Delivery system is different. Content and learning outcomes in doing delivery format changes did not change, but delivery did. In 2002 we migrated to online delivery but didn't change content, ELO's.

Q: Aren't stipends evidence that this is different? A: We have other precedents for offering stipends or course reductions to do other new pedagogy into classrooms. We have done this for a long time. Flipping, hybrid, freshmen interest groups are different formats for delivery that have offered stipends and other compensations.

Q: CapEd's proprietary software...isn't this creating a significant change? A: We have lots of different examples of proprietary software in different departments and colleges.

Provost asked, "What is the problem the Senate is trying to solve?"
1. Institutional Precedent - this is important. We started using flexible formats of delivery some time ago.
2. MAPP itself - reflects the way teaching and learning used to be not how it is. We should look at changing the MAPP.
3. Administrative Processes and Procedures - she doesn't see this as a reason for involving the full curricular review process. The Senate Chair stated that it is not the intent of the Senate to review contracts. This is not what the Senate is saying in this regard.
4. MAPP allows for some flexibility for constituting a Minor Program Change. It allows for things to be interpreted to allow a change to go through a process. Some examples of things that need curricular review: a. Many institutions are moving toward portfolio review as a way to award credit, b. adopting non-collegiate credit, c. competency based education - remove three credit model and replace with competency based crediting, d. all pass/fail.

A senator cited that he was here in the 1990's for developing flexible models and all went through the curriculum committee. He said it was hotly debated, and the determination was made that for some courses a two week delivery could occur while for others it could not.

Another senator pointed out that the reasoning behind the resolution is that these are program changes not just changes to individual courses.

A guest of senate from Barney that has taught the MBA online made the case that online is just a tool for teaching. The MBA in Barney is set up to allow students to take it all online, all on campus or both. She felt that going online was a delivery method choice.

A Senator voiced his favor of a compromise in favor of speed:
1) incrementalism problem builds precedence that is problematic; what the Senate is most worried about is not initial courses but what happens in the future.
2) saying that the medium does not matter is not correct; evidence is there that this new medium does make a difference

The senate guest cited that the learning curve for how to work online is the issue in Barney and that the curriculum process needs to move more quickly in a changing world, and reiterated that it is a method of teaching a course.

Senate Secretary added that the concern is about review of curriculum for program changes and not individual courses. The Senate has no interest in reviewing how a course is taught.

A different guest asked: what is the threshold for a review to occur? What triggers the review? How many courses must change for a review to happen?

Senate Vice Chair asked Provost if it would help to have the Strategic Planning Implementation Team suggest: 1) providing resources for online migration: 2) revamping curriculum part of MAPP. The Provost's responded that the $2,500 training course is the faculty support already provided. The Provost also stated that there is a process and a committee that could be formed that could look at revamping the MAPP.

Provost: We are talking of moving existing programs at the Graduate level online, these aren't new programs. They aren't undergrad programs. In the future we may develop new graduate programs; new programs would come to Senate it is a new market!! Context is important. She asked the Senate to look at the context and what we are doing now and stated that we can't sit here with head in sand.

Senators stated concerns over the project and that there is a great deal of angst on campus around this.

Provost: "What is this really about?" "How many think this is an evil plot?"

Senator replied: “This is not an evil plot.”

Provost: “Maybe it’s a communication problem.”

Discussion ended because of time considerations.

Adjournment at 1:45pm
FACULTY SENATE MEETING MINUTES
Thursday, May 8th, 2014

(2013-2014 Senators; 2014-2015 Faculty Senate: Senators continuing and newly-elect Senators)

PRESENT:
A&S: Larry Gould, Sundeep Muppidi, Erin Striff, Michael Walsh, Bin Zhu,
BARNEY: Deb Kidder, Irina Naoumova, Warren, Don, Ke Yang
CETA: Christian Carloni, James Fuller, Saeid Moslehpour, Hemchandra Shertukde, Ying Yu
ENHP: Karen Breda, Lucy Richard, Diana Veneri
HARTT: Glen Adsit, Joshua Russell, Peter Woodard
HAS: Power Boothe, Hirokazu Fukawa, Alexandra (Zee) Onuf, Jeremiah Patterson
Hillyer: Robert Churchill, Paula Alderette, Scott Scribner
P/T Fac: Ralph Braithwaite
Staff Association: Ben Ide

Absent:
A&S: Anne Pidano, Fei Xue
Barney: Andy Hao
ENHP: Lisa Zawilinski
HARTT: Robert Black, Rita Porfiris
Hillyer: Jonathan Daigle
SGA: Samrana

Other:
Maria Marques

Call to order: 12:15pm

Announcements:
1. We have guests from the newly formed chapter of AAUP on the University of Hartford Campus. Hemchandra Shertukde (U of H AAUP chapter President) Vice-President of our chapter is Ira Braus of the Hartt School and our Treasurer is Chittaranjan Sahay of CETA.
2. Walt has asked that we have an open meeting to discuss Athletics, we are looking to schedule an initial meeting during the week after commencement and he is willing to continue with an additional meeting in the fall if necessary. Senate officers did not want a meeting that was scheduled during the week after commencement to be interpreted as sweeping the issue under the rug. The officers felt very strongly that Walt needed to make time for this meeting before the summer recess, and in their last meeting with Walt they discussed this and made him aware of the importance of this meeting occurring before the summer recess. The week following commencement was identified as a period where a time for this could be scheduled. All faculty senators are urged to help the word get out about this meeting once a final exact date is known, and all are urged to attend the meeting. Since it is an open meeting, faculty can ask any questions about Athletics they wish answered.
3. There is a new Athletics Director hired, Anton Goff. He is currently at Bowie State and there he visits with Faculty Senate twice yearly and frequently meets with faculty to discuss issues about Athletics. Members he’s worked with are on both sides of the fence re: Athletics pro vs. con. 

DISCUSSION: A senator asked if Anton is willing to work with faculty from all sides, is he also willing to work with those that think the level of spending on Athletics here is reckless? Another Senator pointed to the irony that we have dealt with constant crisis mode with dealing with other things on campus, and the level of urgency is constantly an emergency, except with Athletics which has been kicked down the road for a full year. His point is that it is hard to accept the emergencies as real. Another senator said nothing will happen unless we make a big stink about it. Another question was: why there isn't a higher level of urgency that is being felt about finalizing the Athletics decision and making it public? The senator asking that felt strongly that the 9.5 million dollar budget of Athletics warrants a bit more urgency for action. Many senators voiced strong concern that the process of Walt releasing his report on Athletics has dragged on far too long, in fact we have been promised his report starting at the beginning of the year and so we have been waiting for the report on Athletics for the whole school year. This long time for action makes it seem that he is dodging the issue. Discussions about how to push him for an answer occurred and the officers reiterated the importance of attending this upcoming post-commencement meeting despite acknowledging the unfortunate timing that it occurs so late in the academic year.

4. A motion was made and seconded to compel the executive committee to write a resolution in response to questions about the budgeting of Athletics that come from this upcoming Athletics meeting. There was no vote on the motion.

Motion to approve the April minutes was made, seconded and unanimously approved.

CURRICULUM COMMITTEE REPORT:
The full curriculum committee report was presented and it was noted that this meeting was extremely busy due to the fact that the committee was dealing with normal business along with the additional Barney MBA proposal on an expedited manner.

The committee explained the reasoning why the Barney MBA was being moved in an expedited manner. As everyone read in the email from Provost Vasquez, the Provost's office only recently realized that the State requires that if a program is to deliver 50% or more of its content in an online setting, the State must approve the program. Because the Barney MBA already does so, using Blackboard, the State is requiring approval for its continuance. This requirement for State approval makes the Barney MBA online a 'major program change' as defined in the MAPP.

Therefore, the MAPP requires that the program change be approved through a full set of channels, beginning with the college, then Faculty Senate, COD (Council of Deans), Provost, and State. Since the Barney MBA is and has been running with new students expected to continue into the fall, there is a desire not to create a situation that jeopardizes this, it was agreed to review the program this month at Senate Curriculum Committee and full Senate.

The committee decided to break down this month's report into two parts, separating the full report for a discussion and vote with a separate discussion and vote for only the Barney MBA proposal. This was done so the full report could be discussed and voted upon, while allowing for a further discussion and vote to center around the expedited MBA proposal.
Vote on the full report except for the Barney MBA program: ACCEPTED - 28 yes, 1 abstain

MBA DISCUSSION:
Q: A senator asked if the Barney MBA program was faculty driven and approved in the college?
A: It was.

Q: A senator asked if the committee had any issues with the MBA proposal?
A: The vote was not unanimous.

A senator made the case why he will vote against the MBA proposal, due to the fact that the college did not have the proper discussion that included CapEd and all the ramifications of course ownership that are currently known issues. He is not sure that the Barney faculty are aware of these issues, since they might not have been issues two years ago when it was discussed.

Q: A senator asked if the MBA is transferred to CapEd, will it then go again through a full curricular review.
A: We could make that a provision of the approval.

Q: Can we add to the report that if it is transferred in the future to CapEd that it must go through an additional curricular review?
A: We can add this to the report.

Q: A senator expressed concern that she had heard that Barney faculty didn't have a choice to go online, and asked if it will be possible to enforce the need to review it again if transferred to CapEd.
A: We believe we can enforce such a provision since it is being expressed as part of the approval. Senate must be ready, if the MBA is moved to CapEd, to insist it is reviewed.

A senator reminded that the Administration's argument about precedent being a reason the program changes didn't need curricular review was not well informed since past precedent of curricular changes of Saturday term and other changes were well discussed.

Nursing faculty shared that they had many questions that were not able to be answered in their discussions about moving their Nursing Management program online. On one hand they didn't have any answers, while on the other they felt they were being bullied by threats about withholding future hires and other budget issues if they didn't agree to put the program online. They simply would like their concerns and questions answered before being asked to make a final decision.

A Barney faculty shared that their past vote was to move the MBA online to the Blackboard platform, and that to move it to any other platform would require another discussion at Barney since that would present new issues to the program.

A motion was made to amend the vote to include that this MBA approval would be contingent that if the online MBA is ever to move to an online platform other than Blackboard, that would trigger the need for it to go through a new full curricular review process as described in the MAPP, beginning with discussions at the college.

VOTE ON THE ABOVE AMENDMENT WAS: APPROVED - through voice vote
A vote was subsequently called on the motion. 
Vote on the Barney MBA program: ACCEPTED - 22 yes, 6 no, 1 abstain. 

FACULTY AFFAIRS COMMITTEE: 

1. FPM Change: CAT Faculty 

Discussion: 
Q: Are they committed to keeping to the 15% threshold for ETC's and CAT's. 
A: Yes. 
VOTE: ACCEPTED - 24 yes, 3 no, 1 abstain. 

2. FPM Change: Defining the Academic Year of 41 consecutive weeks. 

Discussion: 
Barney faculty received this proposal and the response was visceral, and it was noted that the faculty that had this reaction were good and excellent performing faculty. Barney wishes to counter propose 39 weeks (9 months) as the definition of an Academic Year. CETA felt equally strongly against this proposal. 

A senator asked if we should just say no to this, however if we don't respond by asking for a definition of 9 months or something else, then we will have to fight constantly to avoid a 10 month definition. 

Q: A senator asked about defining the AY as 40 weeks since it corresponds to our choice of 20 pay periods as a minimum number of pays. 
A: The 20 pay period is just an administrative process and even though it seems to correspond to a 40 week period, it is really just arbitrary. 

VOTE: DENIED - 1 yes, 22 no, 5 abstain. 

Following the no vote, Faculty Senate voiced their full approval to counter propose with Faculty Senate Dean's Joint committee at the next meeting to define the Academic Year as a 39 week (9 month) period. 

3. Senate By-Laws: Committee re-configuration 

Discussion: 
Hillyer felt that the Environmental Sustainability and Diversity committee merger took away the importance of these two committees and unanimously voted for all the rest of the mergers except this one.
A senator asked why merging these committees would lessen the amount of work done on each of these issues. No real answer to this was presented, but it was universally felt that the merger would water down their efforts in each area.

A senator expressed that these two issues are not so similar. The Diversity Committee itself discussed this in their last meeting and voted to keep the committees separate.

Q: A senator asked if Diversity is better merged with Faculty Affairs?
A: Faculty Affairs committee is strongly charged with FPM matters which takes up most of its monthly time and therefore it would be a real danger that diversity issues could be lost in that busy committee.

A Hillyer faculty member noted that merging the two awards committees was unanimously supported by Hillyer. Hillyer was just against merging Diversity and Environmental Sustainability.

A motion to amend the proposal to keep the Diversity and Environmental Sustainability committees separate was made and accepted by voice vote.

VOTE: To merge committees as proposed except for Diversity & Environmental Sustainability as amended: [2] ACCEPTED – NEED VOTE TALLY

4. Senate By-laws: Roles of Committees
VOTE: ACCEPTED- 25 yes, 1 no, 2 abstain

GRANTS & STIPENDS COMMITTEE REPORT:
Proposed changes to calls for Coffin Grants and Summer Stipends. Grants call will change to reflect new year. Summer stipend call will change to make eligibility only open to faculty who have taught in the summer for the past two years. The Summer Stipend is not a grant, there is no need to report how to use the money, the wording is that the money is used to replace the funds one would receive from teaching during the summer in lieu of teaching a summer-term course. The call is amended to read that faculty receiving a summer stipend must reduce their summer-term load by the equivalent of 3 credits.

A senator expressed concern that not all faculty can teach in the summer so they would be excluded as it reads now.

Remainder of Thursday’s agenda was tabled until Tuesday.

AY 2013/14 Senators were asked to return on Tuesday even if they are slated to rotate off Senate next year so we can finish the Thursday agenda with their needed votes.

Motion to suspend the meeting: APPROVED on Thursday, May 8th, 2014 at 1:45.

Respectfully,

Jim Fuller
FACULTY SENATE MINUTES
Tuesday, May 13, 2014

Reconvene (2013-2014 Senators; 2014-2015 Faculty Senate: Senators continuing and newly-elect Senators)

PRESENT:
A&S: Larry Gould, Bryan Sinche, Erin Striff, Michael Walsh, Bin Zhu,
BARNEY: Deb Kidder, Irina Naoumova, Warren, Don, Ke Yang
CETA: Christian Carloni, James Fuller, Saeid Moslehpour, Hemchandra Shertukde, Ying Yu
ENHP: Karen Breda, Lisa Zawilinski, Lucy Richard, Diana Veneri
HARTT: Glen Adsit, Peter Woodard
HAS: Power Boothe, Hirokazu Fukawa, Alexandra (Zee) Onuf, Jeremiah Patterson
Hillyer: Robert Churchill, Paula Alderette, Scott Scribner
P/T Fac: Ralph Braithwaite
Staff Association: Ben Ide

Absent:
A&S: Sundeep Muppidi, Anne Pidano, Fei Xue
Barney: Andy Hao
ENHP: Donn Weinhold
HARTT: Glen Adsit, Robert Black, Rita Porfiris, Joshua Russell
HAS: Hirokazu Fukawa
Hillyer: Jonathan Daigle, Paula Alderette
SGA: Samrana

Guests:
Walter Harrison
Chuck Colarulli
R.J. McGivney
Jan Horvath, Faculty
Maria Marques

MOTION of continuance of the Thursday May 8th, 2014 Meeting Agenda Items: APPROVED on Tuesday May 13, 2014 at 12:15pm.

SUMMER STIPENDS & GRANTS:
Reminder that originally the Summer Stipend new proposal presented on Thursday was to allow only faculty that have taught summer-term to be eligible. Since Thursday's meeting, the committee checked into the history of the summer stipend, and found that it was open to faculty who taught here in the summer or others who gained supplemental salary through other summer work. The call was amended since Thursday's initial discussion to allow faculty to be eligible even if they have not taught in the summer-term. The remainder of changes to the call were minor in nature and discussed and explained.

VOTE on PROPOSED CALLS for COFFIN GRANTS: APPROVED 26 yes.

VOTE on PROPOSED CALLS for SUMMER STIPENDS: APPROVED 26 yes.
ELECTION TO UNIVERSITY SPACE COMMITTEE: Amy Levesque, Theodore Sawruk, and Aime Levesque, Voted for Aime 14 to 11)

MAPP Change Proposal re: Course Repeat Policy was presented for first read. Vote and discussion possible in September.

Staff Association Report: Post Meeting Ben Ide provided summary of the year’s activities from the Staff Association:

• Total membership has increased by one to one hundred fifty seven.

• While most employees received no raises, there were merit increases for those whose annual salary is under $40,000.

• Foundation for the Future implementations are continuing. ePAFs have begun to be phased in. An implementation team which included members from HRD, Budget, Payroll and ITS has so far held focus group meetings, followed by pilot groups, and then by training and full implementation for part-time hourly paid employees. The process will pursue a gradual inclusion of full time staff members and full and part time faculty, with non-exempt Staff new hires as the next step.

• The Staff Association has a regular spot to fill on the quarterly UH 101 all-day meeting which is held to introduce new employees to the University and its opportunities. A representative is needed to take on the responsibility of describing the Staff Association and extending an invitation to join. The Chair will continue to fill in if no one volunteers.

• A quarterly meeting of the E-Board with Senior Administrators was reported at the October meeting. The purpose of the meeting was to bring issues and/or questions on behalf of the University’s staff to the attention of Senior Administrators. The E Board met with President Harrison, Provost Vasquez, Vice President for Finance Jayawickrema, and Human Resource Development Chair Belanger. Issues discussed concerned insufficiencies in the University’s hierarchy reporting structure, rewards for staff members’ performance growth, the new EmPower website which lists training opportunities, and clarification of the job posting procedures and government mandates that aim to ensure fairness as well as a diverse workforce.

• The Thanksgiving Luncheon, held at the 1877 Club Restaurant, more than met its contracted goal of 100 attendees, and was deemed a big success. A total of 140 pounds of canned and packaged food was collected to be donated to Hands on Hartford.

Ben Ide
Head, Technical Services
University Libraries
Motion to adjourn: ACCEPTED at 12:40pm
CALL TO ORDER for TUESDAY's AGENDA: 12:41pm
VOTE on NEW OFFICERS - Deb Kidder, Chair; Power Boothe, Vice Chair; Christian Carloni, Secretary:
UNANIMOUSLY APPROVED

Senator complemented the outgoing Officers on a job well done, accompanied with a round of applause from the Senators.

New Chair Kidder thanked outgoing Chair and Secretary for their boundless leadership and support. Senator Fuller and Patterson will continue as members of the Senate.

Authority of New Officers to act on Behalf of the Senate during Summer 2014 – VOTE. Unanimously approved.

CapEd on-line curriculum--Chair Kidder presented a vote to assess the Senate’s stand on a curriculum item that was not approved in the previous session of senate. The discussion showed Senator’s concerns with approving this curriculum change. Decision was made to postpone vote until after R.J. McGivney’s presentation later at this meeting.

President Harrison welcomed the new Senate and expressed his sentiment that he is looking forward to working with the Senate in the following year.

He had four topics that he wanted to touch on:

1. President Harrison asked the Senators if there was any questions on the death of student was Patrick Chittenden who passed away from bacterial meningitis that the Senate had. There were no questions. He added that he had the invaluable assistance of Lee Peters who handled the communication to the community. He is very grateful for his help. The student, of course is a big loss, and it is a shock to the University community.

2. President Harrison asked if there were any questions on the Campus Safety announcement. There were none.

3. Interest of meeting about athletics. He announced that a meeting to address questions from the faculty is scheduled for next Thursday. President Harrison stressed that he is always willing to talk. And, yes, there are plans to make cuts in Athletics following the foundation of the future process. He reiterated what he has said before, that he cannot give specific details due to Title 9 and legal issues. In order for the University to compete we must be in tight compliance with title 9. At this time, we do not. For example, we need to add more women participants. Senator Walsh questioned about the net cost of running Athletics. Is it really necessary to have athletics to run a university? President Harrison strongly feels that it is. He shared that when he joined the University 16 years ago, there was a $5M deficit from the preceding 17 years, and bonds had been reduced to junk bonds. “I saw in this university a promise of great things. So I came and left a University with a billion dollar budget and a 3 billion dollar endowment. In the 16 years that I have been here, we finished in the black every year.” We are in solid financial shape. I think I have proven that I have run this University in a financially responsible way....” Further discussion will be possible at a Thursday, May 28 open meeting for faculty to discuss the Athletics Department at the University.

4. Strategic planning: The Board of Regents has approved the submission, they are excited about the plan. He voiced his appreciation. He believes that the plan leads to a bright future for the university. “Some of you served on the implementation teams that put together the plans, and I am very grateful. They are directions; the work has yet to be done to put these plans into place.” He added that there are there are five directives. The first three are most important; built on relationships of faculty and students, are the heart of what we do. “I am hoping that we can communicate the
message to the masses and to provide what has always has been the strength of our university…”

a. **To reach new markets** online is part of the strategic planning. Serving “place bound students” in graduate and professional levels without having to come here physically to do so; hybrid programs, low-residency, for example.

b. Rethinking what it means to build disciplinary/interdisciplinary programs in a way that defines the Univ. of Hartford.

c. Building better relationships with organizations outside the university to find jobs and life-long opportunities for our students

d. Proving revenues and keeping costs down.


President went on to advise the Senators that the board of regents will start to issue reports of their meetings. President Harrison asked the Senators if they should be distributed directly to Faculty. Senators agreed that would be good, as not all faculty read UNotes on a daily basis, and might miss it.

A Senator commented that the plan does not reflect the work of the committees. President Harrison had not heard that concern before. He responded that there were meetings with the committee chairs; ways to bring constituents together. He will be happy to discuss further, possibly during the summer.

R.J. McGivney’s presentation follows.

R.J. extended Provost Sharon Vasquez regrets for not being able to be present.

Introducing the slides to the Senators, R.J. thanked the Senate for the invitation to present. He added, “Last month he and the Provost attended the Senate meeting. After the meeting they worked with past Chair Jim Fuller and devised some questions that the Senate would like to have addressed. I am here to try to answer those.”

Capital Education has been contracted (partnering) because we do not have the expertise or the budget to create our own on-line service at this time. The contract with CapEd is for 6 years. To get a foothold and expertise. Perhaps go our own way at that time.

The hope (and it’s not in the language) is to develop 2 new programs per year, in the next three years. Two programs are ready to go sometime next year, and two in the following. The provost office is not going to go to you and say “you have to put your program on-line.” We have been working with 4 programs so far. Three out of the four did not work out in terms of what they needed and what the Provost’s office had the ability to do. We just walked away from it. No one is going to get forced into it.” We are looking for people who are interested in growing their graduate program(s). This is similar with sharing your material with an adjunct.

Scott voiced that in all likelihood other types of programs will move on-line in the future. Faculty’s concern is that will probably encompass the whole university at some point. Ownership of material continues to be a concern. Marketing is one thing, then course development.
R.J. does not see the undergraduate program going totally on-line, as the experience of the University is part of the program.

Once the course is produced there is a “course director.” R.J. said “If a faculty is not comfortable sharing their material they “just don’t become subject matter experts.”

After a discussion and examples of outsourcing, Senator Walsh stated that partnering with “for profit” has never been done before. And, Senator Carloni confirmed that “When we walk away we walk away with all materials. But, materials stay available on that database.”

R.J. said Program Chair and Deans have a say, and some programs are ready to go in, such as Masters in special Ed.

**Contract:**

The Senate has requested a copy of the contract. J. pointed out that there is currently no contract with Subject matter specialist.

Marked as “DRAFT” “FAQ’s For University of Hartford and Capital Education Partnership

(This will also be posted on the Provost’s Site.)

1) Who is Capital Education and what services are we contracting through them?

Capital Education (CapEd) is a provider of services to support adult online learning programs. The company is based in Chicago, Illinois and the President Dr. John Neal has made several visits to campus to discuss ways in which Cap Ed can be of service to the University in moving more aggressively into offering fully online programs and certificates. Our contract with them allows us to “jumpstart” our online presence in a competitive marketplace where we have little experience. Cap Ed also provides necessary infrastructure and expertise needed for a virtual campus environment.

2) What kinds of services does Capital Education provide?

Capital Education offers expertise and a wide range of services. They also absorb online program start up costs, essential for the University of Hartford which lacks the infrastructure or resources to scale up offering fully online programs.

   a) Leading edge learning management technology that provides the online learning platform and the digital campus experience.

   b) Proven expertise in instructional design strategies to successfully migrate an existing program into a successful online format.

   c) Ability to support the university through each phase of the online program development process beginning with marketing programs and recruiting students online college education life cycle—from prospect marketing and recruiting to ongoing student support through program completion
3) What is the plan for how will we enter the online program space?

We plan to launch two programs per year for the Fall of 2014, 2015, and 2016. So after three years we will have six fully online graduate programs. The programs themselves will be phased in over time, generally at the rate of two courses in each of the fall, spring, and summer semesters. The initial online offerings will include currently approved face-to-face programs that were identified in the Foundation of the Future process as likely candidates. Additionally, opportunities for online programs have been identified during market research conducted by STAMATS.

4) How will this work? Who creates the content? Who “owns” the courses?

We work with CapEd and our faculty and staff to identify graduate programs that will have a market demand in a fully online environment. The Dean of the College and faculty members in the department express interest, answer specific questions, and help determine the optimal implementation plan. If we agree to go forward with a program we identify preferably a full-time faculty member to act as a Program Director for the online program.

The Program Director is the academic liaison to Cap Ed and is responsible for identifying interested and qualified faculty to develop the courses and/or to teach them. They also handle student academic issues should they arise. The Program Director coordinates the migration of existing curricula into the online environment or in the case of new programs, leads the program approval process. The director also secures subject matter experts (SME’s) to migrate existing or create new courses necessary for the online program. Following the existing process through the Office of University Programs, the SME’s are paid a stipend of $2,500 to develop the course. Cap Ed offers instructional design support to move the faculty member’s content into a vibrant online platform and provides advice for best practice pedagogy. CapEd is responsible for marketing and recruitment for the program while the department is responsible for decisions on admission.

5) What is different between the Capital Education initiative and what we currently are doing online?

While we currently have migrated 150 approved face-to-face courses into the online environment, we are currently serving students who come to the University primarily for a face-to-face experience. Our current online efforts provide the convenience of an occasional online class with two exceptions: 1) the Bachelors in University Studies which provides a degree completion online option; and 2) the Masters in Business Administration that allows students to take some or all classes online.

The Cap Ed initiative targets an entirely new market. By offering fully online graduate programs marketed specifically to the working adult, we will attract new students and new revenues by serving students that would not normally seek a University of Hartford degree.

Specifically, Cap Ed adds the following staffing and start up resources which will support the University of Hartford Online initiative:

a) Dedicated recruitment staff

b) Marketing expertise and budget

c) A learning management system specifically designed for the on-line environment that emphasizes a digital learning community

d) Professional instructional design team to work with our Subject Matter
Experts (SMEs)

e) Increased technical support for students and faculty
f) Best practice advice for keeping students engaged and moving toward completion

6) What is the expected return from this partnership in terms of revenues?

We will be incrementally launching two programs per year for the next three years (2014-2016) By the time all six programs are fully available online our net revenues are expected to yield, $1 million new net per year.

7) What faculty will teach in these online programs?

Ideally our full-time faculty will teach in these online programs. However, we recognize the limitations of our current faculty resources, and the fact that not all faculty may wish to teach in these fully online programs. When full time faculty are not available or interested, Program Directors will work with their departments to identify qualified adjuncts as we do in our face-to-face programs.

8) What are the technical resources available to faculty (i.e. software, hardware and training) needed to successfully to migrate to the online campus?

One of the main reasons we chose Capital Education is because their Learning Management System (LMS) provides a robust environment for creating online learning communities. The LMS software is highly intuitive and creates an interactive “digital campus” community that was very important to the faculty/staff group who vetted the various vendors we considered. Their goal was to find a partner whose approach and LMS most fully reflected our brand—our commitment to challenging students and providing the support they need to be successful.

CapEd provides the training for faculty to become comfortable with this LMS and also provides faculty development through their instructional design experts who work one-on-one to share pedagogical approaches that prove most successful to adult learners and in the online educational space.

9) How will faculty be compensated if they become involved in the University of Hartford Online initiative?

Creating the University of Hartford Online will require a commitment of time and energy if we are to provide the kind of high quality online presence that makes us competitive.

Faculty will be compensated for course design using the same system we have in place currently - $2500 per course with added compensation (or teaching load credit) for teaching the course. Program directors and department chairs will work with faculty to determine if teaching for the University of Hartford Online will be part of load, an overload or if adjuncts will be hired. In this new model, Program Directors will be compensated as well.

10) What is the process for selecting which programs might go online?

Program ideas may be generated at a variety levels – faculty, chair, and deans. Currently we are looking at our existing face-to-face programs, as well as new programs taking into consideration recommendations from Foundation of the Future and initial market research completed by
STATMATS, a national leader in assessing online opportunities. Program approval processes will rely strongly on market research and analysis of the adult market in relation to regional demand for specific programs.

11) What are the expected benefits for faculty and the university overall?

The expected benefits of the University of Hartford Online include new tuition revenue for the University. A benefit for faculty is that they will be able to attract more students into their degree program. There is also a revenue share that has money going back to the school or college.

An unexpected benefit many of the Capital Education schools experience is that enrollments in their face-to-face programs grow because of the marketing efforts of the online program.

12) How will faculty be assessed?

Faculty teaching online will be assessed in the same way, as much as possible, that they are assessed in the face-to-face environment. There will be student evaluations that will be conducted online. As additional measures for teaching effectiveness are proposed and adopted for face-to-face courses, they will be adopted or adapted for the online environment.

13) What is the role of staff? (answering inquiries from prospective students, for example)?

One of the main benefits of the Capital Education partnership is that they will deal with students from the prospect stage until applications are complete. In many schools and colleges we do not have people in this specific role. Once students are enrolled in the program staff members will have similar roles as they currently do.

14) Will the anticipated revenues be funneled back into the departments?

There is a revenue share and the money goes back to the college/department. The revenue share formula is 12.5% of net revenue generated by each program.

15) What services will Capital Education (CapEd) not provide? CapEd will not accept or deny students.

CapEd will not set admissions criteria.

CapEd will not dictate any course learning objectives.

CapEd will not force us into programs we do not want to be involved with.

16) How will success be measured? Numbers of students in program? Net revenue for each program? Overall net revenue (would we continue a program that doesn't "make money" yet could be a lead in to another program?)

All of the above factors will be used to measure program success. The most important factor, however, will be net revenue.

17) Related to "who owns the materials": what happens if a faculty member who is teaching the online course(s) leaves the University (through moving or retirement): what happens to the course content?
Subject Matter Experts (SME’s) are paid to develop the course and that same SME may be the person who teaches the course or it may be a different full or part-time faculty member. So, if the SME leaves the institution it should have no bearing on the course we would find another person to teach the course. The course content developed by the SME will be property of the University of Hartford.”

Chuck Colarulli: Greeted the Senate and presented the enrollment picture. As of May 2nd comparison, the University was down 79 students from last year, year-to-date. Not horrible, not great. We also are down 1.1% in financial aid for the same population. Net, at this moment, we are down $120,000. Our job is to make up the difference.

EHNP has gone up in every single category. Education has increased for the first time in four years has gone up. CETA overall in excellent shape. Architecture is the exception, but it is a national trend. Hiller College enrollment has been declining in the last couple of years. We have been able to stabilize it. ART was disappointing; although they have the same number as last year because we had higher hopes after an increase in effort to recruit. A&S was adversely affected by the disastrous rollout of new software in the “CommonAp. The app is a central electronic way to apply to multiple colleges. Their updates and systems did not function properly. We believe that due to the glitch, we lost hundreds of applications.

BARNEY did well. Achieving the same number of deposits as last year.

HARTT was down 25 students on May 2, despite an increase in admits. Faculty participation in recruiting new students needs improvement. Senator Woodard described the process that has changed. Senator Woodard commented that the people who run the programs need to be savvy in matching candidates with the faculty.

Senior Associate Provost Colarulli pointed out the importance of faculty in the process of the student’s conversion near the end. A professor in the field that the student is applying is worth much. At this time, our competition is outcompeting us in this realm.

After May 1 there still are 240 students who have not made decisions (“in-play”). This is an unusually high number, the norm is 40 to 50. We are working hard to re-package, where appropriate, and attract these students.

Vice President John Carson came to Senate to talk about new initiatives in Branding. Unfortunately, Senate business had brought the meeting to its time limit. He did “sneak in” that the Branding is finishing its first year, it is an initiative that is here to stay. “We are now in the process of developing year two.” He promised the Senate that he would come back in the Fall with Mildred McNeil to bring the Senate up to date on the developments; “in the many years that I have been at the University, this is the first time that we have positioned ourselves to reach out to donors/community/applicants and schools.

He also offered that in the meantime, Senators can e-mail him with any question or concern.

VOTE: MOTION TO HAVE A SPECIAL MEETING OVER THE SUMMER.
Senate has voted to re-meet and have further discussion.