AGENDA
Faculty Senate
Tuesday, September 11, 2012 – 12:15 p.m. to 2 p.m., A326

Tuesday, September 11

- Call to Order - Senate Chair Saeid Moslehpour
- Welcome new Senators
- President’s Update – President Walter Harrison 12:30-12:50 p.m.
- F.o.F.
- Compensation Task Force
- Online Learning
- Marketing Effort
- Sabbatical Elections
- Benefits Task Force

Orders of the Day

Thursday, September 13

Reconvene

- Presentations
  - Senate Committee Chairs – Committee Goals for 2012-2013
  - Curriculum Report
  - Review Minutes from May 2012

- Other Business
  - Next meeting of the Faculty Senate will be October 9 and 11, 12:15 p.m. – 1:40 p.m., A326.

- Adjourn (by 1:40 p.m.)

Committee Reports:

<table>
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AGENDA
Faculty Senate
Tuesday, October 9 & 11, 2012 – 12:15 p.m. to 1:40 p.m., A326

Tuesday, October 9

- Call to Order - Senate Chair Saeid Moslehpour
- Welcome new Senators
- Provost Sharon Vasquez Update 12:30-12:50 p.m.
- F.o.F.

Orders of the Day

Thursday, October 11

Reconvene

- Presentations
  - Elections: Grievance Committee
  - Election: Provost’s Promotion and Tenure Committee

- Other Business
  - Next meeting of the Faculty Senate will be November 8 & 13, 12:15 p.m. – 1:40 p.m., A326.

- Adjourn (by 1:40 p.m.)

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AGENDA
Faculty Senate
Thursday & Tuesday, November 8 & 13, 2012 – 12:15 p.m. to 1:40 p.m., A327

Thursday, November 8

▪ Call to Order - Senate Chair Saeid Moslehpour
▪ Welcome
▪ Program Closures (Provost Sharon Vasquez)
  □ Barney - HR Minor
  □ Management InfoSystems Minor
▪ Faculty Affairs: Review of proposal regarding conflict of interest
▪ MAPP: Voting on process for program elimination: i.e. process as noted on chart and separation of PDs and Deans when they present to Senate

Orders of the Day

Tuesday, November 13

Reconvene

▪ Presentations
  □ President & Provost - Updates

▪ Other Business
  □ Next meeting of the Faculty Senate will be December 11 & 13, 12:15 p.m. – 1:40 p.m., A327.

▪ Adjourn (by 1:40 p.m.)

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Faculty Senate Meeting
Tuesday, Dec. 11, and Thursday, Dec. 13, 2012
12:15 to 1:40 p.m., A327

Tuesday, Dec. 11
  o Call to Order & Welcome – Chair Saeid Moslehpour
  o Updates/Announcements: New Hillyer Senator (returning) Anthony Rauche
  o Presenters to Faculty Senate Dec. 11:
     ▪ Walt & Sharon (1:15-1:50 p.m.)
     ▪ Vice President of Finance – Arosha Jayawickema and Assoc. Provost & Dean of Undergraduate Studies -- Chuck Colarulli

1:40 p.m., recess

Thursday, Dec. 13, 2012

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<tr>
<th>TIME</th>
<th>PROGRAM</th>
<th>Dean</th>
<th>CONTACT INFO</th>
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<tbody>
<tr>
<td>12:15</td>
<td>Group 1: HARTT</td>
<td>Aaron Flagg</td>
<td><a href="mailto:aflagg@hartford.edu">aflagg@hartford.edu</a></td>
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<td></td>
<td>▪ Children’s Dance, B.F.A.</td>
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<td>▪ Orchestral Conducting, G.P.D., A.D.</td>
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<td>▪ Pre-cantorial Studies, B.Mus.</td>
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<td>▪ Suzuki Guitar, M.M.</td>
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<td>Group 2: HARTT</td>
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<td></td>
<td>◆ Music Education, D.M.A.</td>
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<td>▪ Organ, B.Mus.</td>
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<td>▪ Organ, GPD/AD</td>
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<td>▪ Organ, M. Mus.</td>
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<tr>
<td>12:30</td>
<td>Group 2: A&amp;S Drama Minor</td>
<td>Joe Voelker</td>
<td><a href="mailto:voelker@hartford.edu">voelker@hartford.edu</a></td>
</tr>
<tr>
<td>12:45</td>
<td>Suspending Media Art Program (Re-structure)</td>
<td>Nancy Stuart</td>
<td><a href="mailto:nstuart@hartford.edu">nstuart@hartford.edu</a></td>
</tr>
</tbody>
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Provost’s Letter #1 RE: First Round of Program Closures:

<table>
<thead>
<tr>
<th>DIRECTOR</th>
<th>INTERESTED OTHER</th>
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<tbody>
<tr>
<td>12:55</td>
<td>Children's Dance, BFA</td>
</tr>
<tr>
<td>to</td>
<td>Orchestral Conducting GPD</td>
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<tr>
<td>1:20</td>
<td>Pre-Cantorial Studies BMus</td>
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<td></td>
<td>Suzuki Pedagogy (Guitar) MM</td>
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(Held back for further consideration: Choral DMA, Voice DMA.

2. Provost's Letter #2 RE: Second Round of Program Closures:

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<th>Director</th>
<th>CONTACT INFO</th>
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</thead>
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<tr>
<td>1:20</td>
<td>A&amp;S Drama Minor Div. Dir./Chair</td>
<td>Erin Striff</td>
<td>Program Director?</td>
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<tr>
<td>1:30</td>
<td>Suspending Media Art Program</td>
<td>Jeremiah</td>
<td></td>
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<td></td>
<td></td>
<td>Patterson</td>
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Other Business

☐ Next meeting of the Faculty Senate will be: January 22 & 24, 2013, 12:15 p.m. – 1:40 p.m., A326.
Adjourn (by 1:40 p.m.)
AGENDA -- UPDATE FOR THURSDAY, JANUARY 24, 2013
Faculty Senate Meeting

Tuesday, January 22, and Thursday, January 24, 2013
12:15-1:40 P.M., A326

TUESDAY, JAN. 22

Call to Order & Welcome– Chair Saeid Moslehpour

2. Minutes from Nov. & Dec., as well as reports from the Curriculum Committee (Pkg. #1)
3. PROGRAMS TO BE VOTED on FOR CLOSURE (HARTT):
   Suzuki Guitar, M.M.
   Children’s Dance B.F.A.
   Orchestral Conducting G.P.D.
   Orchestral Conducting G.P.A. & A.D.
   Music Ed., D.M.A.
   HAS - Media Arts B.F.A. – Suspension
   HAS – Studio Arts MFA closure

4. PROGRAMS WITH NEW INFO – POSSIBLE VOTE (Pkg. #2)
   Pre-Cantorial Studies B.Mus.
   Organ B. Mus., Organ GPD, Organ M. Mus.

Thursday, Jan. 24
Here is the new timeline for tomorrow’s Senate meeting:

12:15 p.m.  Reconvene

INITIAL PRESENTATION FOR PROGRAMS SLATED FOR DIVEST

12:20-12:35 p.m.  A&S Dean Joe Voelker’s Presentation
12:35-12:45 p.m.  A&S Drama Minor— Erin Striff
12:45-12:55 p.m.  A&S Minor in German -- Marco Cupolo

- 5 minute Q&A time -

1:00-1:15 p.m.  HAS Tom Bradley on behalf of Dean – Studio Arts MFA
1:15-1:30 p.m.  HAS Studio Arts MFA – Jeremiah Patterson
1:30-1:40 p.m.  Senate Discussion
NOTE:

(a) Gender Studies will not be presented/reviewed.

(b) A&S Minor in Anthropology, Doug Eichar, Contact: eichar@hartford.edu – has declined to present (notification to Senate offices by e-mail).

(c) A&S Minor in Religious Studies, Richard Freund: freund@hartford.edu – has declined to present (notification to Senate offices by e-mail).

5. Committee Reports

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Other Business

☐ Next meeting of the Faculty Senate will be: February 12 & 14, 2013, 12:15 p.m. – 1:40 p.m., A326.
☐ Adjourn (by 1:40 p.m.)

Materials for Meeting: (e-mail & print out)

Package #1: Draft of minutes from December Report from Curriculum Committee from Dec. 6 Report from Curriculum Committee from Jan. 17

Package #2: Material for programs with new information

Package #3: Material for programs to be presented
AGENDA -- Revised

Faculty Senate

Tuesday, February 12 & 14, 2013

12:15 – 1:40 p.m., A326

Tuesday, February 12

12:15 – 12:25  Call to Order & Welcome – Chair Saeid Moslehpour

12:25 – 12:40  A&S Dean Joe Voelker’s – A&S Economics (Volker@hartford.edu)x4103

12:40 – 1:00  Jane Horvath, Assoc. Prof. of Economics, A&S (Horvath@hartford.edu)x4905

1:15 – 1:25  President Harrison Update

1:25 – 1:40  Provost Vasquez Update

Recess (1:40 p.m.)

Thursday, February 14

12:15 p.m.  Reconvene

   12:20 – 12:30  Chuck Colarulli, Assoc. Provost & Dean of Undergrad. Studies (colarulli@hartford.edu)x4749
   12:30 – 12:40  Orchestral Conducting Program Closings – Edward Cumming, Chair of Orch. Conduct. ecumming@hartford.edu (x4462)

8.  PROGRAMS DISCUSSED AT JANUARY’S MEETING (A&S)
   ➢ Drama Minor
   ➢ Minor in Anthropology
   ➢ Minor in German
   ➢ Minor in Religious Studies
   ● HARTFORD ART SCHOOL (HAS) -
     ➢ Studio Arts MFA closure

9.  Greenberg Grant Selection Committee vote

10. Anonymous letters to Senate
11. Committee Reports

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Other Business

☐ Next meeting of the Faculty Senate will be: **March 12 & 14, 2013, 12:15 p.m. – 1:40 p.m., A326.**

☐ Adjourn (by 1:40 p.m.)

Materials for Meeting: (e-mail & print out)

Draft of minutes from January 2013

Report from Curriculum Committee from Feb. 7

Relevant materials for Programs being discussed
Faculty Senate

Tuesday, March 12 & 14, 2013
12:15 – 1:40 p.m., A326

Tuesday, March 12

12:15 – 12:25 Call to Order & Welcome– Chair Saeid Moslehpour

- 12:25 – 12:45 A&S Dean Joe Voelker (Volker@hartford.edu)x4103
  - Gender Studies
  - General Psychology Masters
  - Organizational Psychology MS
  - Rhetoric and Professional Writing*

12:45 – 1:05 Melinda Miceli, Gender Studies (miceli@hartford.edu, x4132)

1:05 – 1:10 Caryn Christensen – Gen Psychology (christens@hartford.edu, x5168)

1:10 – 1:20 Olga Clark – Organizational Psychology MS (oclark@hartford.edu, x4045)

1:20 – 1:30 Rhetoric and Professional Writing – No contest – Nels Highburg*

Recess (1:40 p.m.)

Thursday, March 14

12:15 p.m. Reconvene


9. Program closings discussed at February 2013 meeting – discussion & vote:
   - Orchestral Conducting
   - Paralegal studies

10. Department Faculty A&S Committee Review (change to FPM) (pg. 84)

11. Senate Bylaws Change (pg. 86)

12. Committee Reports

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13. Other Business

☐ Next meeting of the Faculty Senate will be: April 9 & 14, 2013, 12:15 p.m. – 1:40 p.m., A326.
☐ Adjourn (by 1:40 p.m.)

Materials for Meeting: (e-mail & print out)
Draft of minutes from February 2013
Report from Curriculum Committee from March 7 (will follow)
Relevant materials for Programs being discussed in scanned package
Separate document for Rhetoric and Professional Writing
AGENDA

Faculty Senate

Tuesday & Thursday, April 9 & 11, 2013

12:15 – 1:40 p.m., A326

Tuesday, April 9

12:15 – 12:25  ♦ Call to Order & Welcome– Chair Saeid Moslehpour
12:25 – 12:30  ♦ Review of March 2013 Minutes
12:20 – 12:30  ♦ Present and Review Curriculum Committee
12:30 – 12:40  ♦ F.o.F. Letters:
   ▪ Letter from Provost re: Drama Minor
   ▪ G.P.D. and A.D. Orchestral Conducting draft letter to Provost/President
   ▪ BA in Economics; draft letter to Provost/President
   ▪ Key points in Arguing to keep Gender Studies Major & student letter (was not given enough time in Senate)
   ♦ Concerns by CETA on FPM changes recently voted by Senate

1:00 – 1:30  ♦ President Harrison Update

Recess (1:40 p.m.)

Thursday, April 11

12:15 p.m.  ♦ Reconvene
12:25 – 12:40  ♦ A&S Dean Joe Voelker (Volker@hartford.edu)x4103
   ▪ Modern languages
   ▪ Political Economy
12:40–12:50  ♦ Marco Cupolo—Modern Languages (cupolo@hartford.edu; x4074)
12:55 – 1:05  ♦ Jane Horvath—Political Economy (Horvath@hartford.edu, x4905)
1:05 – 1:15  ♦ Senate Votes:
   ▪ Gender Studies
   ▪ General Psychology Masters
   ▪ Organizational Psychology MS
   ▪ Rhetoric and Professional Writing

1:15 – 1:40  ♦ Senate Discussion

Committees

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☐ Next meeting of the Faculty Senate: May 9 & 14, 2013, 12:15 p.m. – 1:40 p.m., A326.
☐ Adjourn (by 1:40 p.m.)

Materials for Meeting: (e-mail & print out)
Draft of minutes from March 2013
Report from Curriculum Committee from April 4 (will follow)
Relevant materials for Programs being discussed
11. Student petition to Obama
12. Election of Officers for 2013-2014 Senate
12. Other: Turn in Committee request forms

Recess (1:40 p.m.)

Tuesday, May 14

12:15 p.m. Reconvene

13. 12:15 – 12:20 New Officers Welcome new Senators
12:20 – 1:00 Introductions and review of old business and new business
1:00 – 1:15 President Harrison
1:15 – 1:30 Provost Vasquez-On-line Learning

14. 1:40 adjourn.

10. Committee Reports

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13. Other Business

☐ Next meeting of the Faculty Senate will be: September 10 & 12, 2013, 12:15 p.m. – 1:40 p.m., A326.
Adjoin (by 1:40 p.m.)
Faculty Senate Meeting  
Sept. 11, 2012

Attendance:
A&S: Kathy McCloskey, Bryan Sinche, Erin Striff, Michael Walsh, Fei Xue, Bin Zhu
Barney: Andy Hao, Deborah Kidder, Ke Yang
CETA: James Fuller, Saeid Moslehpour, Ying Yu
ENHP: Lucy Richard, Diana Veneri, Donn Weinholdz, Ellen Wetherbee
Hartt: Dee Hansen, Rita Porfiris, Peter Woodward
HAS: Power Boothe
Hillyer: Robert Churchill, Mary Fister, Scott Scribner

Absent:
A&S: Larry Gould
Barney: Susan Machuga
Hartt: Robert Black, Joshua Russell
HAS: Hiro Fukawa, Jeremiah Patterson

Welcome and new Senators introduced.

Discussion about Section 3. Bylaw of University, which provides overview of the role of Senate. “This body may recommend rules and regulations relating to academic excellence of the University as a whole, and may make recommendations on any matters pertaining to the welfare of the University.” Comment was made that perhaps we need to revisit Senate bylaws to define what welfare means, more clearly.

Executive Committee was invited to attend briefing on Faculty Compensation by Frank Casagrande. Presentation to be given to all faculty today and tomorrow. Discussion about transparency was good-e.g. publish full report, UHA average salaries. There may be some missing from slides-e.g. breakdown of disciplines and salaries, what position and rank is most behind in terms of compensation, what colleges are most behind. Compensation report is to go on the Senate website. Detailed report will go to Deans and the Deans will decide if a more comprehensive report will be offered to all faculty. Aggregate salaries within colleges will be released.

Walter Harrison: Walk for Amanda Weaver raised $45,000 for her medical costs, a real tribute to cohesive community.

Faculty Compensation Committee-Hopes to work for more competitive salaries for faculty.
Team from 160over90: Company out of Philadelphia to enhance University reputation. Four people were sent to campus and they will spend four days on campus meeting with faculty, staff, and students to see how the University functions. This company represents other Universities, as well as commercial brands. They did impressive branding for Univ. of Dayton. The hope is to find a central message about University of Hartford to promote us. Is there anything that unites us as a University? Marketing research with Simpson/Scarborough results indicated that there is no general impression of our University. There is a general good feeling about University of Hartford, but people can’t identify what we are known for. The only people that cited faculty excellence were faculty. They acknowledged that our reputation is best in HARTT and HAS. University of Dayton is similar to us in terms of location and make-up. Idea of asking the big, important questions came out of the marketing analysis for Univ. of Dayton.

Library report: Consulting firm for architects are out of the country and will make the presentation next month.

FoF: Still working on how to release the plan and how it will be introduced to people in the most appropriate way. FoF is envisioned as a process. It will not be a finished report, but a set or priorities and time to shape these to build understanding about the priorities. The report is a set of recommendations. We will see the report vs. a summary of the report. Administrative report was revised so that language about “doing away with a position” says “restructuring.” MAPP has
process defined on how to close or restructure and this will be followed. MAPP does not have stipulations for programs that will be reinvested. The president wants to put in a planning process to implement these recommendations. President Harrison does not intend to go to Board of Regents with set of recommendations, as this is the Senate and Deans’ job. He does want Board of Regents to endorse general idea and the forecast is to present this to Board of Regents in November. President Harrison confirmed that he had nothing to do with this process by the task forces. He is enthusiastic about the report. The budgetary targets for reallocation of 7% of budget can be achieved over a 5 year time-frame. He wants to start this reallocation next year, which may help with faculty compensation. Time-line for feedback has not been defined. There should be about 2 months to gather impressions and he is working on a format for how this should be done prior to the presentation. Intention is not to build savings; the hope is that modest growth will help with that.

June 30, 2011-ended with $4 million surplus. This year there will be $250,000 surplus. We need to have larger cushion. FoF is supposed to be a budget neutral process. Point of investing in programs is to grow the programs. Anticipate modest growth.

Summary of Executive Committee –Deans have seen report regarding FoF and VPs, but Senate has not been shown the reports. The structure for review has not been decided. Deb Kidder stated that information about one program was inaccurate and the task force needs to meet about this so that it can be corrected. FPM and MAPP have language, but there is no process about how to handle this process. Will we need to anticipate a large volume of work in considering program closure and how will this be handled. Should Senate make statements about the Administrative Task force and how this impacts academic side of things. Online Learning is being considered at the Administrative levels and whether or not we want to develop an online college/programs. Consultants will be coming in to determine if University wants to develop this. Do we have the technology infrastructure is one question that needs to be answered? Can we offer anything unique in this venue? Marketing consultants will be meeting with chairs, colleges and Senators over the next week.

Meeting adjourned at 1:40.

Sept. 13, 2013

Attendance:
A&S: Kathy McCloskey, Bryan Sinche, Erin Striff, Fei Xue, Bin Zhu
Barney: Deborah Kidder, Ke Yang
CETA: James Fuller, Saeid Moslehpour, Ying Yu
ENHP: Lucy Richard, Diana Veneri, Donn Weinholdt, Ellen Wetherbee
Hartt: Robert Black, Dee Hansen, Joshua Russell, Peter Woodward
HAS: Power Boothe, Hiro Fukawa, Jeremiah Patterson
Hillyer: Robert Churchill, Mary Fister,

Absent:
A&S: Larry Gould, Michael Walsh
Barney: Andy Hao, Susan Machuga
Hartt: Rita Porfiris
Hillyer: Scott Scribner

Nominations and Elections:
Provost’s Sabbatical Committee-Nominations for these positions were made: Catherine Certo ENHP, Don Ellis, A&S; Tom Filburn, CETA, Deb Kidder, Barney, Ivan Milanovic, CETA. Nominations have been accepted and no others have been received. Voting will take place by Senate in October Maria will send links to Senators for their CVs. Nominations for Grievance Committee-Deb Kidder volunteered. Faculty should ask in the colleges if others would like to serve.
BAT: Katherine Black, Randy Jacobs, Ivana Milanovic, Cy Yavuzturk were the nominees. Votes were collected and Katherine Black was elected.

Announcements: None

Faculty Affairs Committee: Duties will be to track changes for the FPM. Goals for this year: Handle nomination and election for officers for Senate. Faculty Compensation and FoF will need to be considered and Senate responses to these initiatives. One FPM change in the pipeline and this has been nearly finalized.

Diversity Committee: Work with search chairs in each college to help them understand need to search with diversity in mind. Diversity button will be posted on the Univ. website. Work with faculty to assist with the transitions for students in Hillyer to other colleges at the end of 2 years. Hirokazu Fukawa has offered to be on this committee in place of Jeremiah Patterson.

Executive Committee: Goal to make sure that this committee is more engaged in discussions that need to occur about strategic planning and FoF.

Grants Committee: Coffin and Summer Stipend Committee. Wants to set up meeting in early Oct. Need to clarify application announcement and to seek greater and more consistent funding, especially for Coffin Grant. There have been fluctuations in the amount given for this. The committee will also seek to make these publicized to a greater degree.

Administrative Liaison: Following lead of last year’s committee to contact administration that head up Institutional Advancement, ITS, Administration, International Study to gather information regarding recurring problems and initiatives so that faculty Senate can give support. Walter has indicated that more issues may emerge throughout the year.

BLT: Call goes out in Oct. and closes in Jan. There is a 6 week window to review the nominations. Goals for the committee are to finalize guidelines and develop parameters for use of technology to facilitate the process of submission and consideration. Officers of Senate can’t apply for BLT when they are officers of Senate.

Student Affairs: Issue of the bookstore still needs to be examined. Library needs to work on the reserve copies of books not having to be removed at the end of each semester.

Curriculum Committee: Same people are back except Paul Siegel will be there in place of Marco. Goals: Working to get changes submitted online. Go to self service/faculty/curriculum change forms. The committee is no longer accepting anything hard copy. In terms of vision for curriculum, the committee needs to consider writing/rhetoric and critical thinking rubrics and there needs to be some coordination with Fred Sweitzer. We need to look to future and what Univ. vision of who we will be and what curriculum will look like once FoF is out. The role of CC will need to be worked out with FoF. Hope is to really examine the essence of the programmatic changes and the impact of these changes. Proposed changes on Curriculum Committee Changes: Passed.

Environmental & Sustainability: Scott Scribner is chairing but not here. Ideas about recycling signage would be good.

Nominations for Sabbatical Committee: Nels Highbert: A&S; Ladimer Nagurney CETA. Motion to close nomination moved, seconded. Passed.

Minutes for May minutes accepted.

CETA will need to elect new Senator next month.

FoF: Exec. Committee met in summer. Task forces met and report went to President and Provost. Executive Committee has not received the report. What is the Senate’s strategy from this point forward? As Senators we should be involved at the college level and will use Executive Committee as an initial place to review recommended changes.

Meeting adjourned at 1:40
Faculty Senate Meeting  
Oct. 9, 2012

**Attendance:**
A&S: Larry Gould, Kathy McCloskey, Bryan Sinche, Erin Striff, Amanda Walling, Michael Walsh, Fei Xue, Bin Zhu  
Barney: Andy Hao, Deborah Kidder, Ke Yang  
CETA: Christian Carloni, Saeid Moslehpour, Ying Yu  
ENHP: Lucy Richard, Diana Veneri, Donn Weinholdt, Ellen Wetherbee  
Hartt: Dee Hansen, Rita Porfiris, Joshua Russell, Peter Woodward  
HAS: Jeremiah Patterson  
Hillyer: Robert Churchill, Mary Fister, Scott Scribner

**Absent:**  
Barney: Susan Machuga  
CETA: James Fuller  
Hartt: Robert Black  
HAS: Power Boothe, Hiro Fukawa

Call to order:  

Voting for Grievance:  
Need to replace two people whose term expires.  
Janet Gangaway and Viragh Gabor are currently members.  
Nominees are Deb Kidder and Janet Gangaway.  
Unanimous approval for both individuals to be on Grievance Committee.  
(Post meeting note: a member cannot serve two consecutive terms: Janet Gangaway was disqualified.)

Voting for P&T:  
Ballots distributed.  
Members voted for 4 out of 5 nominees.  
There were 3 at 19 and 2 at 17, so all 5 names were forwarded to the Provost.

Presentation of Power Point for use at college meetings regarding issues related to FoF decisions.  
It is a resource for senators to use in their college for presentation in college faculty meetings to outline rights and responsibilities of faculty during decision making for FoF.

FoF:  
Open for questions.

Graphic presented by Dee Hansen regarding how Curriculum Committee reviews for program closure.  
A lot of information needs to be gathered from chair, program director and Dean regarding the premise for program closures.  
Deans will provide a summary that goes to the Provost.  
Dean will state whether or not he/she approves closure.  
Senate will prepare information for this report to Provost, also.  
There was a question about whether the Provost is requesting to bypass the timeframe that is already outlined in the MAPP.  
In town hall meetings the President has stated that MAPP will be followed.  
There is information in AAUP regarding similar procedures from other institutions.

Have the costs for each of the programs been itemized?

**Sharon Vasquez:**  
FoF task force report and conversation updates.  
There have been five (5) press pieces of coverage—e.g. *Inside Higher Ed.*, *Hartford Courant*.  
Four faculty and staff town meetings were held.  
A total of 335 people attended.  
There have been 2 student meetings, in which 250 students attended, with about 200 from undergraduate.  
There have been about 62 submissions to the Provost’s blog.  
Replies are being sent to all.  
Ten external letters have come in and 22 personal emails to the Provost.  
The tone of all the questions have been respectful and reflective of caring for conditions of others.  
Reminder of why this is occurring—$2.6 million needed to fill faculty compensation over the next 5 years.  
Price tag will go to 4 million when looking at staff.  
Program Enhancements will require another $3-4 million.  
Branding will cost $1 million and $1 million investment in the next
fund-raising campaign. Investment in physical plant is another $3-4 million. This adds up to about $11-15 million in the next 3-5 years that is required for investment. Resources to capture from FoF from reallocation is $6 million, or more. There is a total budget of $150 million, with things such as liability, debt service, overall debt, utility, health insurance taken out as fixed cost. Final budgeting resulted in $120 million, with 5-7% targeted for reallocation. Goal for academic is $3.7 million for redistribution. The task force was able to target $3.9 million for reallocation.

Those areas that are of concern: divest. Anything that awarded academic credit and utilizing credit was a program. Thirteen of the programs suggested for divest are considered “passive” divestments. There are things that have been sitting on the books that have not had formal action. These programs have no students and no faculty teaching in them.

Restructure-29 programs.
Twenty-seven programs are considered “active” divestment.
We are in the “comment” period. Administrative officers have been tasked with looking at projections regarding lost revenue and the teach-out-plan. Also, looking at institutional impact and integrated nature of each program. Intent is that by mid-Nov. there will be a draft implementation plan, and by mid-Dec. there will be a final draft of the plan.

Provost had 35 individual meetings with program directors with anyone in divest category. Thirty-two meetings were scheduled with those program directors, in which programs were categorized as restructure. By Oct. 19 all new information that programs want to submit will need to be submitted. Senate has received notification for 13 programs that are proposed for divestment.

Provost is submitting a second letter for submission to Senate.
Strategic planning is being overseen by the Provost and will start in the Spring. This has been informed by the FoF, Faculty Compensation Study, Branding Initiative and NEASC self-study. Strategic planning will clarify the overall key goal and objectives, with metrics to determine if objectives have been met.

The Strategic Planning Committee will help vet consultants to work with us for this process and serve as the Steering committee. An operational planning committee made up of key stakeholders will resemble the NEASC Steering Committee. This will require creative planning. FoF and NEASC have served as SWOT analysis for strategic planning. Programs indicated for “investment” do not necessarily mean that they will be highlighted in strategic planning.

Questions:
Census day—we are 50 under enrolled. Budget was done conservatively and 80% of the budget is based on undergraduate enrollment. Tuition discount rate dropped 2 percentage points and it has offset some of the loss. Discount rate is ~45. We are still a residential campus and we are down $1 million in housing and $1 million in dining due to decrease in enrollment.

AUC program: There is not a lot of faculty representation in this. Should there be a meeting regarding this program? President and Provost are committed to liberal education. What is the role of liberal education here, with the core of courses that is here? It was an interdisciplinary group of core courses. AUC had been funded by grants.

Tuition abatement: Is there any danger of this disappearing? Answer: No.

Concerns were discussed regarding the timetable and Senate’s ability to deal with closure/restructure. We meet 2x/month and it is problematic to meet the proposed timetable. There could be situations in which program directors (PDs), Deans, and senators could vote against closure. President has final say. This is still a time to engage faculty and PDs to discuss what is best and work out options. Hope is that the task forces recommendations are trusted. If not, the reasons to over-ride these recommendations have to be defined.

After Thanksgiving, the Provost will provide explanation for each of the decisions.
If there is a point at which process bumps up against admissions, then the Provost will discuss this with the Senate.

There was discussion regarding the impact on recruitment for program closure and the potential drop in enrollment as a result. This is being reviewed. Is there a financial benefit to having
disinvested for “passive” programs? Sometimes it is beneficial to leave structures of programs in place because it allows another program to be built from it. For those programs recommended for “suspension,” there is room for discussion at the end of the year.

Program closure schedule was clarified according to MAPP policies. Tracking sheets will go into next semester for Curriculum Committee. General education for the larger institution is going to be affected by loss of AUC. Therefore, AUC will probably have a long time-line in order to implement.

The 10% hold-back is still being reviewed. We are $2.5 million short due to dining and housing. NEASC has invited the Provost to tell our institutional story about how our self-study is being used as a recommendation about where we need to go. Our self-study was used as a model.

Open discussion:
Concern expressed about the timeline of this. This opinion has been shared with Provost. Question about what a good process should be for expedition, but also recognizing due process. At the far extreme we have the right to vote no confidence. Solution was to go through process and ask for more time when needed.

Meeting adjourned at 1:40 PM

Faculty Senate Meeting
Oct. 11, 2012

Attendance:
A&S: Kathy McCloskey, Erin Striff, Amanda Walling, Michael Walsh, Fei Xue, Bin Zhu
Barney: Andy Hao, Deborah Kidder
CETA: James Fuller, Saeid Moslehpour, Ying Yu
ENHP: Lucy Richard, Diana Veneri, Donn Weinholtz, Ellen Wetherbee
Hartt: Robert Black, Dee Hansen, Joshua Russell
HAS: Hiro Fukawa, Jeremiah Patterson
Hillyer: Robert Churchill, Mary Fister, Scott Scribner

Absent:
A&S: Bryan Sinche
Barney: Susan Machuga, Ke Yang
Hartt: Rita Porfiris, Peter Woodward
HAS: Power Boothe

Announcements: None
Grievance Committee: Ballots handed out again because members cannot serve two consecutive terms. Janet Gangaway was replaced by vote by Sharon Shepela.
Faculty Affairs Committee: Clarification on conflict of interest language for the FPM has been forwarded and will be discussed in committee.
Faculty Diversity: Updating tool kit. Searching other websites to look at other resources. Working with Fred Sweitzer on getting “Diversity Button” for the website. Also, working on how to make the transition from Hillyer to other colleges better.
Grants and Summer Stipends: Nothing to report
Adm. Liaison: No meeting
BLT: Call for nominations will go out soon.
Student Affairs Committee: Motion was made that “All PDs and College Curriculum Committee Chairs, or designees for each of these individuals, are invited to attend the Senate Meeting in which the program closure/restructure is being proposed.” Unanimously upheld.
Chart about program closure was discussed: If there is no faculty or PD present at the Senate meetings, there will be a statement regarding this.
Discussion: FoF has been opaque about dollar amounts of saving. Deans have this information, but not faculty. One of the ways in which the process will be expedited would be if Senate has more information about why the recommendations for program closure were made—i.e. data. Most academic programs slated for closure make money. Therefore, the decisions being made are not based solely on money.

When people are invited, they should be prepared to present this information. Quality, impact, dollars, admissions and opportunities were considered in task force. There is no record of the weighting of all information for each program by the task force. What is the role of the Senate in all of this? Task force was a prioritization process. Looking at a snapshot of one program is not going to be fair to the task force. Process of task force was adopted and implemented from the administration and mandated to task force. Senate’s role will be to demonstrate that we are offering oversight. We have the right to provide a vote of no confidence in the process if it becomes evident that faculty do not support the recommendations. Senate should offer faculty the opportunity to vet their case and get feedback from the Senate. It offers the PD an opportunity to offer more information that is valuable.

Motion that each program recommended for divestment and restructuring be voted on by the Senate. Unanimously passed.

Meeting minutes from September Senate meeting were passed.

Curriculum Committee: Recommendations on course changes were unanimously upheld.

Meeting adjourned 1:40
Senate Meeting
Nov. 8, 2012

Attendance:
A&S: Larry Gould, Kathy McCloskey, Bryan Sinche, Erin Striff, Amanda Walling, Michael Walsh, Fei Xue
Barney: Andy Hao, Deborah Kidder
CETA: Christian Carloni, Saeid Moslehpour, Ying Yu
ENHP: Lucy Richard, Diana Veneri, Donn Weinholtz, Ellen Wetherbee
Hartt: Dee Hansen, Rita Porfiris
HAS: Power Boothe, Hiro Fukawa, Jeremiah Patterson
Hillyer: Robert Churchill, Scott Scribner

Absent:
A&S: Bin Zhu
Barney: Susan Machuga, Ke Yang
CETA: James Fuller
Hartt: Robert Black, Joshua Russell, Peter Woodward
Hillyer: Mary Fister

Guests:
Maria Marques
Jane Horvath, James Fairfield-Son, Jerry Katrichis

Presentation from Barney School of Business regarding program closures:
Provost Sharon Vasquez: First letter regarding program closures was sent and most are minors. Barney closures-MIS Minor has no demand; Human Resource has not been offered for quite some time.

Presentation from Barney School of Business regarding program closures:
Presentation by Jim Fairfield-Sonn: Minors in Human Resource Mgmt.-while minor was on books, no students have been present for many years. There is a concern that, if even 1 student came in to this as a minor, there are not good resources to support it. Advisory vote at college-all but one voted yes, with one abstention. MIS Minor-same conversation. Department voted to close the program. 1 opposed, 1 abstention, others voted yes. There was some blending of comments regarding both programs.
Jerry Katrichis: Department voted unanimously to close both programs.
Deb Kidder: Human Resource minor: She did not know this option existed until she was told to write a report for FoF. Human Resource minor will not help people in the work force. MIS-very few students enrolled and there are not enough faculty to offer it as a minor. Computer science and CETA can cover for this type of course work.

Provost: Census is a concern. The target enrollment was 4600 for this year’s undergraduates. Undergraduate enrollment makes up 80% of our budget. Numbers did not come in as predicted, despite a decrease in projections from 4,800. Board of Regents will vote in Nov. for tuition, housing, dining and compensation for next year. Next Senate meeting we can expect full budget update. Sharon and Arosha are considering the provision of Town Hall Meeting formats regarding budgeting to educate all about the process for budgeting and parameters. We are not in a crisis yet, but other institutions are. We have to operate to maintain a bottom-line.

A second letter of notification for program closures is being issued and Provost reviewed the list. FoF was broken in to 3 units. Programs from this second letter have been discussed in units and action has been taken. Discussion should be forthcoming at college and program levels.
Drama minor: There was new information that will be presented by the Dean. There are a number of students who are freshman and involved in production. So, there will need to be a teach-out plan for these students.
BA Economics: the Dean will summarize new information. Economics is offered in Barney and in A&S, but the coursework is mostly in Barney. It would be good to have BA in Economics, but resources do not make it a priority.

Gender studies: Letters have been issued. The recommendation is to maintain the minor, but divest for the major. Minor could be robust, but major does not warrant continuation.

Modern language BA: faculty have discussed. There was a thought to maintain Spanish. The lower division classes are populated, but this starts to get less populated in the upper level courses. Teach out plan will need to be organized. Minor is supported.

Organizational Psych: demand nationally has been discussed. Divest a program with net contribution that is not as robust. Clinical MA is more robust and more demand.

Gen. Psy MA: no new information during comment. Our own students can apply into the MA program. We would honor 5-6 who were offered early admission to and teach out.

RPW BA: maintain minor, or a track that faculty inform students about technical writing, but not offer the full complement of courses that is currently issued. Reorganization of English and RPW is ongoing.

HARTT: Faculty in this college have concerns that some of the programs could be restructured vs. divested-e.g. changed to a minor. The question was asked about whether the school should present the alternative options to the Senate. It was recommended that our Executive Committee could provide suggestions about alternative options that are presented to Senate.

Paralegal BS: may not meet our core mission. Can be served through certification program or 2 yr. program. There is not going to be professional demand to have BS for this.

Target date for information regarding phase III: week before Thanksgiving, but it depends on the Deans.

Provost asks for everyone’s patience and cooperation. This is the first time that this kind of process has been implemented. It will probably be a 5-7 year process. It will take problem-solving, together. It will require taking the institutional perspective in mind. Goals for future-e.g. faculty compensation. We won’t make these goals if this kind of prioritization is not met.

Executive Committee meeting report: Review of the process that has been discussed in Executive Committee was presented to Senate. The flow chart that was developed by Chuck Colarulli was outlined and the tracking form was introduced to Senate. The Senate’s process regarding program elimination stops when a letter is given to Provost stating what Senate’s discussions and recommendations are regarding the recommendation for program elimination. The Executive Committee will be particularly helpful in designing a letter if Senate is not in agreement with the recommendations for program elimination.

HARTT: Faculty in this college have concerns that some of the programs could be restructured vs. divested-e.g. changed to a minor. The question was asked about whether the school should present the alternative options to the Senate. It was recommended that our Executive Committee could provide suggestions about alternative options that are presented to Senate.

Discussion ensued about whether or not the changes recommended in FoF will actually result in economic benefits to the University. It was recommended that it would be beneficial for Senate to have knowledge of the budget information and really understand if recommendations result in savings . There seems to be some level of question about whether Institutional Research budget numbers are accurate.

Motion: Accept the procedural chart presented to Senate. Motion seconded and vote: Procedural chart, as presented to the Senate, was unanimously upheld.

Motion: Program Directors/faculty and Deans/ Provost should present recommendations regarding program eliminations, separately. Motion seconded and vote was unanimously upheld.

FoF faculty members-should they be recused from voting on program closures. Opposed by all Senate members, except 1 abstention.

As soon as the packet with the summations from the program directors, and other affected faculty, and deans have been received, the Senate will notify the deans and program directors, and other affected faculty, as to when they will be invited to present at Senate meetings.

Adjourned at 1:45.
Senate Meeting  
Nov. 13, 2012

Attendance:  
A&S: Larry Gould, Kathy McCloskey, Bryan Sinche, Erin Striff, Amanda Walling, Michael Walsh, Fei Xue, Bin Zhu  
Barney: Andy Hao, Deborah Kidder, Ke Yang  
CETA: James Fuller, Saeid Moslehpour, Ying Yu  
ENHP: Lucy Richard, Donn Weinholz, Ellen Wetherbee  
Hartt: Robert Black, Dee Hansen, Rita Porfiris, Peter Woodward  
HAS: Hiro Fukawa, Jeremiah Patterson  
Hillyer: Robert Churchill, Mary Fister, Scott Scribner

Absent:  
Barney: Susan Machuga  
ENHP: Diana Veneri  
Hartt: Joshua Russell  
HAS: Power Boothe  
Hillyer: Mary Fister

Guests:  
Faculty Senate: Maria Marques  
President: Walter Harrison  
Provost: Sharon Vasquez

President Harrison: Report concerning the Library Committee. Hoping to bring consultants on campus 12/4/12. He hopes to have two opportunities for people to listen to recommendations from these consultants. One opportunity will be open to everyone-faculty, students, staff. Also, he would like for consultants to meet with leadership. COD and Exec will listen together. The President wants to get feedback, organize a fund-raising campaign and is eager to get started on this. There are donors who are willing to listen and he needs to know what is being asked. Wants to have plan in place for the summer.

Fund raising: President Harrison was in England to meet with alumni and donors, as well as people from Martin Trust. Trying to figure out how to fund the gap between tuition at Oxford and what is offered through the trust for the semester at Oxford. There has been an effort to raise money for this trust. A meeting with alumni in London yielded some donor prospects in age groups from class of ’70 to more current. Steve Trachtenberg went with President Harrison as the previous president. Hope to have more good news about fund-raising in the next few months.

Discussion about the move of UCONN campus to Hartford from W. Hartford. They are trying to sell West Hartford campus. President Harrison has been approached about whether we would like to purchase the old W. Hartford campus. It is a commuter campus and President Harrison does not see the need to pursue, but would be willing to hear ideas about this.

Housing development: West Brook Village and Bowls Park. Has met with Annette Sanderson, director of Hartford Housing Authority. She believes she has support to refinance both of these projects. Bowls Park is being considered for housing. West Brook Village is being considered for mixed use development-i.e. affordable housing for students and public, as well as commercial development-e.g. restaurant, grocery store.

Government: There has been a scholarship benefitting CT students, CICS, for low to medium income students going to private institutions. Government has reduced the size of CICS and we now get $650,000 less than what we got two (2) years ago. There is a thought that this scholarship...
may be eliminated, or decreased even more. If it is eliminated, this will be a significant problem for us. We may want to consider a letter-writing campaign.

Sharon Vasquez: There has been a debriefing from the consultant about readiness for online education at this institution. Marketing assessment is also being conducted. This is follow-up from a leadership meeting from the summer. Sloan consortium has come up with best practice for online education, which is being used by consultants in their analysis of our institution. Online, full degree offering programs is a competitive and crowded market. Consultant said to take time and consider resources that we have, very carefully, prior to making decisions about this. Strengths: infrastructure-server capacity, security measures, efforts with FCLD to help faculty move into online environment. However, it should be noted that faculty who have been trained by FCLD is a relatively small number and it is voluntary participation. Any new efforts would need to add investment in these areas-developing pedagogy. Weakness that was identified is a lack of compelling and central reason for doing this. There is a market, but it does not necessarily offer huge pay back. We need to differentiate what we offer online vs. what we offer in traditional classes.

Recommendations: Online consideration needs to be considered with Strategic Planning by a small group. How to define the differentiation is another consideration. The online learning that is being considered is more with the graduate programs. Research indicates that undergrads are least successful in the online environment. Assessment piece is critical for online. If students get “burned,” they will not return. How will we add online to all that we do already? When constructing online degrees and courses there are multiple considerations—i.e. course content, course designer, assessment and delivery. There are sometimes 4 different people involved with a course in the online environment. We also need to consider that we do not want to diminish the UHA brand.

Quarterly board meeting will act on sabbaticals, tuition, room and board fees, faculty compensation. Vote to approve Oct. meeting minutes: Unanimously accepted.

Barney School closures: Motion to approve the closure of the 2 eliminations within Barney. No discussion. Passed with one abstinance.

Committee Reports

Curriculum Committee: Changes unanimously approved

Faculty Affairs: FPM has “Conflict of Interest” clauses. There is a proposal before Senate to change the verbiage of the current language regarding conflict of interest. Kathy McCloskey presented a table outlining the current vs. proposed language (see attachment). It is proposed that new language take out reference to other staff, because they are not faculty. FAC did not want to remove language regarding the Board of Regents involvement and replace it with the President, or President’s designee. There is a question as to whether it is appropriate for one person (i.e President, or designee) to have approval on issues related to conflict of interest. It seems more reasonable to have more than one person considering issues—i.e. BOR, but the history of this language is not clear. There was a recommendation to request further rationale from University Council about why issues regarding conflict of interest should not go before the BOR. Perhaps Tom could email to Senators the rationale for this.

Student Affairs Committee: Letters will be sent to the deans and to all faculty regarding process for program elimination. We agreed that deadlines will be set for when colleges will be submitting their information and then presenting to the Senate. A motion was made for the following process to be followed, as it relates to submission of information: Deans wishing to have program closure materials considered by Senate must send the written summaries of the college faculty's discussion about these closures, as well as other supporting documentation, to the Senate office, a minimum of 7 days prior to the Senate Executive Committee meeting. Upon receipt of materials by the deans, the Senate Executive Committee will schedule the date and time that deans will present to the full Senate. This motion was seconded and unanimously upheld.

Grants Committee: Call went out. Please submit proposals by January 21, 2013
Administrative Liaison -- responsibilities have been assigned.
BLT: The call for nominations has been distributed. Nominations are due by Jan. 30, 2013.
Adjourned at 1:45
Faculty Senate Meeting
Dec. 11, 2012

Attendance:
A&S: Larry Gould, Kathy McCloskey, Erin Striff, Amanda Walling, Michael Walsh, Fei Xue, Bin Zhu
Barney: Andy Hao, Susan Machuga, Ke Yang
CETA: Christian Carloni, James Fuller, Saeid Moslehpour, Ying Yu
ENHP: Lucy Richard, Diana Veneri, Donn Weinholtz, Ellen Wetherbee
Hartt: Rita Porfiris, Joshua Russell
HAS: Power Boothe, Hiro Fukawa
Hillyer: Robert Churchill, Mary Fister, Anthony Rouche, Scott Scribner

Absent:
A&S: Bryan Sinche,
Barney: Deborah Kidder
Hartt: Robert Black, Dee Hansen, Peter Woodward
HAS: Jeremiah Patterson

Guests:
SGA: Victoria Lamagna
V.P. Finance & Administration: Arosha Jayawickrema
Associate Provost & Dean of Undergraduate Studies: Guy C. (Chuck) Colarulli
Also present: Maria Marques

Announcements: Anthony Rauche new senator from Hillyer to fill out vacancy.
SGA: SGA President Victoria Lamagna advised the Senate that Flowe Weinstein would be the new representative filling in for Karen Arakelian, who was involved in a car crash.
Chuck Colarulli and Arosha Jayawickrema: “Enrollment and Budget Trends.” Keeping things at the status quo is not acceptable due to the economic environment. History: 2008 enrollment for full-time undergraduates (FTUG): 4842 and new undergraduates (UG): 1648, which was the highest enrollment, ever. In 2008 recession hit and there has been decline in enrollment: 2012 FTUG: 4541, UG: 1520. We are down 301 FTUG as of Fall 2012. This has significant consequences. Additionally, financial aid has increased 6% in discount rate since recession. This resulted in $9 million less of incoming tuition. A new consulting group has been hired to work on setting an efficient discount rate. Consequently, financial aid has declined .3%2012.
Fiscal year ’10, the income and expenses were virtually equal. At that point, there were University-wide expense saving incentives introduced. In 2012, we are about even again in terms of income to expense. In fiscal year 2013, we started the year with a 59 student short-fall. We did a little better with the discount rate, which was decreased by 1.25%. However, this has been somewhat offset by a decline in housing occupancy rate; down from 94% to 92% in 2012, as well as lower numbers in dining. Combined, these issues resulted in a decline of $1.6 million. There is also a decline in graduate enrollment, resulting in a decrease of $400K. Our contingency budget is currently $500K. Costs that are anticipated over the next 5 years include: Improve academic programs $3-4 million; faculty/staff compensation $2-4 million; improve recruitment and retention $1 million; physical plant $4-5 million; launch capital campaign $1 million total strategic funding initiatives $11-15 million.
Meeting the challenge of these costs: 60% resources from FoF-target (5-7% of 120 million operating budget); modest gains in grants/gifs; lower tuition discount rate; stable enrollment; and modest tuition increases.
Question: Is the money from reports on FoF accurate? Will there really be the cost savings that is projected?
Answer: There are real cost savings in administrative programs. Academic programs—will eliminate some programs that generate income, therefore, the cost savings will actually take 3-5 years to realize. We need to be careful about how we do this. Small programs with minimum faculty members do create inefficiency in time, retention, and recruitment. In the long run, we do need to collect better data.

Question: Do Temple Street apartments generate money?
Answer: No. It is going to be phased out in terms of our involvement. At the time that these were started, we had a lack of housing.

Question: What is enrollment of graduate students?
Answer: Full and part-time graduates are down from last year. The only thing that was up this year was part-time undergraduates.

Critical Message: We need the help of faculty moving forward. This fall we were down about 700 applications, largely due to power outages. Visitation by NY and NJ were down, also due to the storm. Early action deadline was extended, as was another visit day. Common application—we joined about 2 years ago. This increased applications, but yield rates were down. We have contracted with high end communication consulting group. As of Dec. 7 last year applications were 7,425, as of Dec. 7 this year the number is 7,399. Mobile app. is available for online application on mobile devices -1,200 people have done this.

We need faculty to make phone calls to prospective students; allow them to attend class; meet with prospective students to talk about majors and the University.

SGA wants to start a program in which students return to home town to talk about UHA. Chuck would like to provide some training before this occurs.

Branding/Marketing-Phase I has been completed by Scarborough for branding. Marketing research firm 160over90 has done preliminary work and we anticipate their report. There has been some rethinking about campus tours based on feedback from Scarborough. Visitors need to have a good experience and everyone on campus (e.g. security, faculty, etc.) should know about visitors so that campus appears good and that people are greeting visitors. Alumni from distant sites need to be considered for recruitment.

Senate Vote: to amend meeting minutes for Nov. 2012 to reflect the votes to close business programs. Amendment approved to reflect that Senate voted to close the MIS and Human Resource Minors. All were in favor, with one abstention on Nov. voting. Meeting minutes from Nov. were approved and will include amendment.

President Harrison: Jan. 7 the steering committee and president will go to 160over90, marketing consultants, to view their ideas about what they found in our marketing analysis. 160over90 hope to be on campus in Feb. Questions have veered to admissions questions, but also position and branding for admissions, athletics, and giving. We have been talking to them about a positioning statement. They have used the phrase, “Distinctive by Design,” in response to why we look a bit different than other institutions. This may capture how we want to position ourselves in comparison with other institutions. It should be noted, however, that this phrase is NOT official, or to be used as part of marketing at this time.

There is a $500,000 expenditure that will be toward an energy upgrade to save costs within Fuller Music Center.

There has been a bequest made for $2.3 million to fund scholarship, which will add about $100,000/yr in scholarships.

Library Consultant: questions were mostly about specific aspects of conceptualization vs. any kind of disagreement. Presentation will be made to the Physical Plant Committee of the Board of Regents (BOR) in Jan 2013, and then to the full BOR in Feb.

Sharon Vasquez: Will be meeting next week regarding replacement of the Dean for Barney School. We had good reporting for online learning. In Jan/Feb 2013, would like to report on readiness assessment and what the online environment is like.
FAC: Conflict of interest phrasing in FPM. FAC recommend accepting changes regarding staff language, but did not recommend taking review away from BOR level. There is a thought that the BOR may need to have interaction in this as it sometimes elevates visibility very publically.

Adjourn: 1:52

Senate Meeting Minutes
Dec. 13, 2012

Attendance:
A&S: Larry Gould, Kathy McCloskey, Bryan Sinche, Erin Striff, Amanda Walling, Michael Walsh, Bin Zhu
Barney: Andy Hao, Deborah Kidder, Susan Machuga, Ke Yang
CETA: Christian Carloni, James Fuller, Saeid Moslehpour, Ying Yu
ENHP: Lucy Richard, Diana Veneri, Donn Wein Holtz, Ellen Wetherbee
Harrt: Robert Black, Dee Hansen, Rita Porfiris, Joshua Russell, Peter Woodward
HAS: Power Boothe, Hiro Fukawa, Jeremiah Patterson
Hillyer: Robert Churchill, Anthony Rouche, Scott Scribner

Absent:
A&S: Fei Xue
Hillyer: Mary Fister

Guests:
SGA: Victoria Lamagna
Also present: Maria Marques
All the following mentioned who spoke on specific programs

Foundation of the Future (FoF) Program Closures/Suspensions

Suzuki Guitar M.M. - Closure:
Dean Aaron Flagg: Dean supports closing this program. While Suzuki is a world renowned teaching method and HARTT is renowned for teaching violin and viola using this method, in the guitar program there has been limited enrollment and a lack of connectedness with faculty. Harrt Community Division: Hilary Respass: Faculty understand the reasoning for letting this guitar program go for now, but will explore alternative methods of delivering it in the future. Senators Dee Hansen, Peter Woodard, Bob Black, and Rita Porfiris: Senators are all in support of this.

Children’s Dance B.F.A. - Closure:
Harrt Dean Aaron Flagg: The Dean supports closure because there has been no enrollment in this program for many years. Course curriculum transferred to community division and ballet pedagogy.
Director, Dance Division Stephen Pier: Children’s Dance BFA-This is a program that has not had enrollment for quite some time. There is no contesting this program closure with faculty.

Orchestral Conducting G.P.D. - Closure:
Dean Aaron Flagg: Dean supports closure because students who come into the program should be at the Bachelors or Masters level. GPD is not something we need to be offering. Focus should be on Bachelors or Masters. Teach out plan is going to be implemented.

Senate comments in defense of Conducting: How is there a cost/benefit from discontinuing if people might be enticed to continue in the other programs, when enrolled in the GPD.
Dean Response: There is an advantage to simplifying the offerings, but really can’t see a cost savings. This is more in the spirit of streamlining offerings.
Pre-Cantorial Studies B.Mus. - Closure:

Dean Aaron Flagg: The Dean supports closure because there is only 1 student enrolled now and this is the first individual enrolled in 3 yrs. This has been a joint program with HARTT vocal and Greenberg studies and started when opera singers were trained in our cantorial studies. Cantorial role has now switched to pastoral emphasis versus emphasis on vocal artists (e.g., a change in the profession, resulting in less emphasis on the vocal preparation).

Director, Pre-Cantorial studies Edward Bolkovac: The program had been devised in the past with considerable enthusiasm across the campus and local community. It was developed as a vocal performance degree and there has been a great effort to recruit students over 12 years, yet only 2 people came in. Professionally, 30-40 yrs. ago this program attracted a person who was a trained vocalist, but such emphasis declined for the profession and this year there is 1 student.

Senate comments: Pre-Cantorial program has made well established link with Greenberg Studies. It creates nice profile for cooperative nature of this type of study. Response: It costs in terms of faculty investment. There has not been as much cooperation with this and Greenberg as with other studies and Greenberg.

Organ B. Mus., Organ GPD, Organ M. Mus. – Closures:

Dean Aaron Flagg: Dean supports closure for all 3 programs because we are not a strong or competitive department in this area. There is 1 student enrolled now, who has a teach-out plan. We do not have a quality organ or the ability to maintain upkeep of an organ.

Director Steve Metcalf: Faculty reluctantly concur to close these programs. The programs have struggled due to changes within the wider culture. These programs tend to prepare people to be church organists, and this is a profession that is not very robust. Faculty conceded that organ programs would not be able to compete with more robust programs in the country.

Senate comments in defense of Organ: There was a shift in deemphasizing the organ programs when John Holtz retired. The loss of the organ programs is really a large loss. Response: Unlikely that the programs can be restored.

Orchestral Conducting G.P.A. & A.D. – Closure:

Dean Aaron Flagg: The Dean supports closure because of lack of demand/enrollment.

Director Steve Metcalf: Faculty are in support of closing these to create less redundancy.

Music Ed. D.M.A. - Closure:

Dean Aaron Flagg: There is already a PhD in this. Shared faculty and coursework exists between these programs. HARTT wants to focus more on PhD. Not large pool of applicants for DMA.

Hartt Music Education Director, John Feierabend, Music Ed DMA- There is no need for this program or the priority to service the doctoral students.

Program faculty comments, Dee Hansen: In agreement with closing of DMA. Enrollment: since 1996 for DMA there were 55 applications and 8 graduated since 2006. Over the same time frame, the PhD program has been much smaller. Two DMA students had to stop the program because they were unable to take leaves from work, due to demands of full-time program requirements. Dee agrees that it is best to close it down. When the economy gets better and people can work around a year of residency, then it should be explored to resurrect the program. PhDs needs to be assisted with scholarship money.

Media Arts B.F.A – Suspension of Admission:

Dean Nancy Stuart: Full faculty supports year-long suspension of this program in order to restructure. It is hard to conceive of having a contemporary art school without this, but it has been under-enrolled to 4 students. Peer institutions are thriving in this area, so faculty want to work toward the renovation of this program that will occur in one year.

Director, Jeremiah Patterson: Faculty have reached consensus on this restructuring. The College Curriculum Committee has been meeting regularly to consider how to offer these courses and compete with regional schools that offer this.

Program faculty comments: The Provost has agreed with idea of 1 year suspension. Students enrolled will continue with teach-out and these students will graduate on time.
The Hartford Art School got its first computer in 1990 and there was resistance to use of computer with art at that time. In the 1990’s media arts became more ubiquitous. A department called “Experimental Media” started and developed more into video arts. The perspective of this program needs to be transformed. Currently, the levels of enrollment are not sustainable. Should this program become a major or a service component of what is currently being offered? Video aspects of media arts is a narrow way to look at this. Media component is a necessary component to contemporary art. If the fine arts shift to include more media art, then how will we shift without this program in HAS? Currently, the program is far too narrow. It really needs to be expanded. There is a model that could draw on associate faculty to create expansion of this.

General Comments by Senate:

EdD and PhD for music: Need to graduate 20 research doctoral trained students /yr. to maintain Research 1 category. Both need to be supported with scholarships.

Orchestral and Organ: There have not been faculty meetings to discuss how this affects existing programs. Faculty who teach in these programs may be lost. What is the harm of keeping a program open, if there is no cost. There have been recommendations to restructure other instrumental programs. Organ has been separated and perhaps it should be grouped with others as part of a restructure. Organ is an elemental part of music conservatory preparation. Perhaps it needs to be considered to be grouped with other instruments. A Univ. of this size can’t afford to keep programs in which there is a lack of student enrollment. Core can’t be 145 programs, which is where we are at this point. HARTT is a culture that is interconnected. Fringes of the integrity of the culture are being considered here. Arts thrive on the ensemble of parts. How can the loss of programs like organ be weighed?

Media Arts: In essence, and by practice, The Hartford Art School has a school without media arts and A&S does not have a program in philosophy.

Organ and Media Arts: HAS states that they KNOW they need to make Media Arts a continued program and are working to restructure it. In the case of Organ Programs, HARTT is not making as strong a statement about the maintenance of these programs. Strength of the call is different. What will happen to instructors? Organ is adjunct. Orchestra has faculty that will continue. There is no plan from rolling organ programs resources to something else. It has been difficult to bring faculty together to talk cohesively about this.

Curriculum Committee: Will present their report at next meeting.

Meeting adjourned 1:45
Faculty Senate
Meeting Minutes

TUESDAY - JAN 22, 2013

Attendance:
A&S: Larry Gould, Kathy McCloskey, Bryan Sinche, Erin Striff, Amanda Walling, Michael Walsh, Fei Xue, Bin Zhu
Barney: Andy Hao, Deborah Kidder, Ke Yang
CETA: James Fuller, Saeid Moslehpour, Ying Yu
ENHP: Lucy Richard, Donn Weinholtz
Hartt: Robert Black, Dee Hansen, Rita Porfiris, Joshua Russell, Peter Woodward
HAS: Power Boothe, Hiro Fukawa, Jeremiah Patterson
Hillyer: Robert Churchill, Mary Fister, Scott Scribner

Absent:
Barney: Susan Machuga
CETA: Christian Carloni
ENHP: Diana Veneri, Ellen Wetherbee

Guests:
SGA: Flowe Weinstein
P/T: Ralph Braithwaite
Staff Association: Ben Ide
Also present: Maria Marques

Call to Order: Chair, Saeid Moslehpour

Announcements:

Lucy Richard announced that the deadline for the Wellfund summer grant applications is Feb 18, 2013. An e-mail announcement will go out soon, and Senators are urged to bring this information back to all colleges.

Saeid Moslehpour reminded Senators that the Spring Kick-Off is tomorrow, Jan 23 at 3:30pm in Wilde Auditorium.

Approval of Prior Meeting Minutes:

Nov 2012: Minutes for the Nov 2012 Senate Meeting were unanimously approved.

Dec 2012: Friendly Amendment – Anthony Rauche was in attendance at Senate on Dec 11 and 13. Amendment approved and with change accepted, minutes for the Dec 2012 Senate Meeting were unanimously approved.

Curriculum Committee Reports:

Dec 2012: The committee’s recommendations for Dec 2012 (pgs. 18-19 in attached Addendum) were unanimously approved.
Jan 2013: Co-chairs Dee Hansen and Power Boothe said changes proposed to the Hebrew language series in A&S need more info from faculty before the Curriculum Committee can make recommendations to full Senate. Maria Marques indicated she had already received the requested info at the Senate office from Hebrew language faculty, and the proposed changes can then be further reviewed during the next Curriculum Committee meeting.

Deb Kidder said it may be helpful if Senators once again remind their colleges that all curriculum changes coming before the committee must have a faculty representative present. Having faculty at the meeting allows Q&A and further info to be discussed, resulting in more timely recommendations from the Curriculum Committee and ultimately the full Senate.

With the exception of the proposed changes in Hebrew language series in A&S, the committee’s recommendations for Jan 2013 (pg. 17 in attached Addendum) were unanimously approved.

**Program Closure Votes:**

The following program closures were presented for discussion on the floor of the Senate prior to vote. No further discussion specific to each of these programs ensued, and Senators then voted via paper ballot. The results are as follows:

**HARTT**

Suzuki Guitar, MM – Closure

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Children’s Dance, BFA – Closure

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Music Ed, DMA – Closure

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Pre-Cantorial Studies, BMus – Closure

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Organ, BMus – Closure

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Organ, GPD – Closure

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Organ, MMus – Closure

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**HAS**

Studio Arts, MFA – Closure

**NOTE:** Today’s Senate vote was nulled because Dean (or representative) had not yet presented to the full Senate.

**Program Suspension:**

The following program suspension was presented for discussion on the floor of the Senate prior to vote. No further discussion specific to this program ensued, and Senators then voted via paper ballot. The results are as follows:

**HAS**

Media Arts, BFA – Suspension

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**Tabled Vote on Program Closures:**

After extensive discussion on the floor of the Senate (see below), the following programs slated for closure vote were tabled by the Senate until more information is received (vote to table = 24 yes and 4 no):

- Orchestral Conducting, GPD
- Orchestral Conducting, AD
It was noted that the GPD program has up to 7 students at any given time, many of whom are instrumental students who come back for conducting master’s or doctoral degrees, creating a great “feeder” for the conducting grad programs with little cost. There appears to be no extra scholarship monies available in the future for GPD, even though the program helps in grad pipeline maintenance and recruitment.

Senators from HARTT noted there was little discussion of the GPD program within the college faculty as a whole, and another person asked why this wasn’t brought up when the Dean and Program Chair presented earlier to the Senate. Another Senator recalled that we had already discussed how difficult it is to refute a Dean’s assertions due to ongoing power differentials, and the Senate has already agreed to separate Deans from faculty presenters to help reduce undue influence during program closure discussions.

Someone else asked what the Oct 2012 HARTT faculty meeting minutes actually meant, because there seemed to be agreement that program closures were presented to the college faculty via powerpoint, with little to no college-wide discussion about pros/cons of Foundation of the Future (FoF) outcomes for the two Orchestral Conducting programs (GPD & AD). However, this was not reflected in the college meeting minutes. Thus, consensus of college faculty about these closures is currently unknown.

It was also noted that Senate did not have clear processes or procedures in Oct to help guide colleges in terms of what “faculty discussion” actually meant per MAPP language. Even after Senate provided guidance, the way each college determines faculty support for or against FoF recommendations varies greatly. It was also noted that Senate recommended changes to the MAPP last year that would require college faculty advisory votes for significant changes to academic programs (in anticipation of this lack of standardization), and the Council of Deans (CoD) did not approve these changes. Thus, we are left to interpret presentations to the faculty vs. faculty discussion vs. vote in determining the actual will of college faculty.

Senators noted that we are within our purview to go back to each college and ask for more info when what we are given appears murky, incomplete, or misleading – and that Senate should “put the brakes on” when there is not enough info to make an informed decision. There is precedence for this Senate role, well before the implementation of FoF. Senate should make sure each college, not just programs or departments, have enough time for in-depth discussion (if not a vote) on FoF recommendations. A presentation to college faculty by the Dean or Program Chairs is not sufficient. On the other hand, it was also noted that one Senator shouldn’t be able to “derail” college decisions by asking for more info arbitrarily.

One Senator suggested that if we go back to HARTT and request more info about the will of college faculty for the two Orchestral Conducting programs, we should ask for more info about all the programs in HARTT slated for closure. This would ensure standardization of process within the college. Furthermore, should we send everything back to all colleges that have not provided clear evidence of faculty will? It was noted, however, that Senate cannot compel colleges to provide results of faculty votes, and therefore cannot ensure standardization in any case. Senate can request more info until satisfied, or not vote to approve FoF recommendations based on incomplete information.

Others noted that the two Orchestral Conducting programs were discussed in-depth within its relevant faculty section, but that info about the Orchestral Conducting programs being effective “feeder” programs to other programs is new and was never brought up to the full college faculty. In addition, there is no information about the cost/benefit analysis of closing no-cost programs when they act as feeders. A motion was then made and seconded that the two Orchestral Conducting
programs be tabled until more info is obtained. The motion to table was passed by vote on the floor of the Senate. The Dean and Program Chair(s) will be contacted as soon as possible by the Senate office concerning our request for more info about the will of the college faculty.

**General Discussion:**

The closing costs for each academic program on the FoF closure list are not clear, especially ones currently bringing in tuition dollars. This is a good issue to bring up with Walt and Arosha – Senate officers will request presentations from both individuals about plans to deal with financial shortfalls after closing programs that bring in money.

It was noted that failing to strategically use tuition income numbers, as well as being unaware of financial “pipeline” issues (e.g., programs that create further enrollment in higher level courses or grad programs), can have long-term negative and unintended consequences.

**Updates In Preparation for Jan 24 Meeting:**

Senators were reminded to review Walt’s recently posted reports on FoF progress (both the Administrative and Academic sides) and to have any questions or concerns ready to bring to the floor during our next meeting time. Walt sent an e-mail with links to each of the reports, as well as instructions about how to log-in.

Senators received an anonymous letter from what appears to be a concerned faculty member about the negative ramifications of the FoF process and resultant recommendations. It was noted that Senate Exec recommends that no official action should be taken in regards to anonymous letters or other info, unless a Senator would like to bring such communiqués to the floor. However, we did not have time to discuss the Exec recommendation, or vote on how this type of information should be handled. The issue has been put on the agenda for the Jan 24 meeting, if time allows.

**Adjourn:** Chair, Saeid Moslehpour

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**THURSDAY - JAN 24, 2013**

**Attendance:**
A&S: Larry Gould, Kathy McCloskey, Bryan Sinche, Erin Striff, Amanda Walling, Michael Walsh  
Barney: Andy Hao, Deborah Kidder, Susan Machuga  
CETA: Christian Carloni, James Fuller, Saeid Moslehpour, Ying Yu  
ENHP: Lucy Richard, Donn Weinholtz,  
Hartt: Dee Hansen, Rita Porfiris, Joshua Russell  
HAS: Jeremiah Patterson  
Hillyer: Robert Churchill, Mary Fister, Anthony Rauche, Scott Scribner

**Absent:**
A&S: Bin Zhu, Fei Xue  
Barney: Ke Yang  
ENHP: Diana Veneri, Ellen Wetherbee  
HARTT: Robert Black, Peter Woodard  
HAS: Power Boothe, Hiro Fukawa

**Guests:**
Joe Voelker (A&S Dean), Sharon Vasquez (Provost), Marco Cupolo (German Minor)
Call to Order: Chair, Saeid Moslehpour

Announcements: None.

FoF Presentations to Senate:

COLLEGE OF ARTS & SCIENCES (A&S)

1. Joe Voelker, Dean (Closure of Drama, German, Anthropology, and Religious Studies Minors)

   Overview
   Gave an overview of his thinking about A&S, noting that 30 course sections were closed during the Spring 2013 semester. States he is very worried and pessimistic right now about A&S trends given global financial climate, and it is his responsibility to worry as Dean. Being down by about 120 student enrollments means approx. 2.5 million dollars lost, while closing 30 sections saved about 1 million.

   His principles to help guide A&S design during dire times include the need to reshape the college, and while FoF may have been a start, more deep structural changes within A&S are needed. Need to identify areas of potential academic growth and be more effective in recruitment/retention.

   One of the largest departments in A&S is Communications, but it has showed declining enrollment. We should combine Cinema, Media, and Communications – with a sign over the door that says “Media” on it so we don’t lose students.

   Politics, Modern Language, and International Studies are really important and could be combined for cost-savings and more effective recruitment. Need “Public Signposts” – for example, Modern Language was redesigned to include cultural studies, but didn’t increase enrollment. Need to re-market this through labels and outside communications.

   Sociology and Criminology, not mentioned in the FoF for redesign, should be restructured together to create a center of excellence for “Crime Studies” and increase enrollment by using this label.

   Q – Would you be willing to collaborate with other colleges?
   A – Yes; for instance, Art History may be a better fit in HAS and is a possibility.

   Q – Aren’t there opportunities for Hillyer/A&S collaboration?
   A – I hope to increase collaboration there.

   Statement – This is the kind of broad view we’d hoped for with FoF to increase enrollment and reposition the university, and I am broadly supportive of this vision.

   Response – Thank you.
Statement – FoF seemed to downplay redesign and focus on “bins.”

Q – The 2nd phase of the FoF seems to be more wide-view than the original bins. Do you agree?
A – Yes; we are looking at the college with a wider view.

Q – What about the sciences in general?
A – We are working out an agreement between the Chem dept. and Trinity to join in a pharmacology program. Physics are also integral to the basic sciences and in demand from other campus depts. While we are academics responding to change and that’s painful, the sciences endure.

**Drama Minor**
Everything about Erin Striff is great and we need her talents more widely used (e.g., Cinema). We need students to publicly speak and present to others much better in other areas, too. I would like to see Erin address multi-media formats (stage, electronic, etc.) and she would influence many more students than the 14 currently in the Drama Minor.

**German Minor**
There is only 1 student in this minor, and we recently closed the major due to lack of demand. Realism dictates that 3 faculty with small number of students is not sustainable. We will maintain lower-level courses for HARTT students.

**Anthropology Minor**
It is a “scandal” to still have this on our college books because we don’t have the faculty and only 3 students are taking these courses. We should move the current faculty to Criminology.

Q – Would students still be able to design a program for themselves?
A – Yes, but they’d have to work hard to do so.

**Religious Studies Minor**
No demand for Richard Freund’s “dream” minor and to his credit he recognizes this, and is willing to relinquish the program.

2. Erin Striff, A&S Senator (spokesperson for Drama Minor)

**Not in Favor of Closure - Rationale**
Enrollment - There are actually now 24 students in the minor (not 14 as Joe stated), making this minor the 3rd largest in A&S.
A&S Faculty in Favor of Restructuring Plan – faculty voted to keep minor open in new form (54=y, 0=n, 7=abstentions). Conversations with Dean make clear he wants to move functions to Cinema and not accept approved plan from faculty.
Demise of AUC – need to keep courses for GenEd (public speaking at least) since AUC is closing.
Collaboration as Resource – joint ventures/projects with St. Joseph college and other institutions; nice history of productions with St. Joe’s; Drama Club can’t do this because they don’t have the links or professionalism within membership.
Losses to UHart – Auerbach Auditorium is currently maintained/updated/monitored by Drama Minor faculty & students; Auerbach Aud. was brought up to code in 2007 as a result of monies and efforts of faculty & students (facilities did not stay on top of this); production money is used as stop-gap, and while money for the minor is going away, the improvements stay for the use of everyone.
Difference from HARTT Programs – no intense auditions are required for the Drama Minor (all are welcome); we teach “interpersonal presence” to students from across campus (presentations, speaking skills, nonverbals, etc.); most English faculty teach courses in Drama Minor, and heavily embedded in this dept.

Award-Winning Program – students and faculty have won awards through productions and stage craft; known within wider community and nationally.

Restructure Plan for Cost Savings
Current Costs – total expenses of $5,000 for minor is well in-line with other A&S minors.
Reducing Costs – deleting courses such as stagecraft, opening up minor to more students, and eliminating director stipend (while maintaining director course release) can result in further savings.
Continuing Collaboration – mainstage productions with St. Joseph’s College has already created savings of about $11,000.

Q – You’re proposing to keep the program within English dept. and tightening your belt?
A – Yes; Communication doesn’t want Drama; courses in Drama are more English dept.-oriented and do not fit well in other depts.

Q – Could you be redeployed per Joe’s plan and still maintain this restructuring plan?
A – This would be really difficult to maintain in current form if moved out of English dept.; absorbing the closure of RPW within the English dept. means faculty there will have to fill any teaching gaps and increase their workload; we are already in danger of losing Drama-related focus because of this, and if we move Drama out of the dept. there will be even less focus/value for faculty to be involved.

Q – Are we making a decision about this minor based on the passion of only 1 faculty member invested in the program?
A – Great support from the English dept. faculty as a whole (theatre history, learning and writing plays, etc.); we also might be able to teach intro to theatre at some point within HARTT.

Statement - Your numbers speak for themselves - I wonder why Joe gave lower numbers than actual?
Statement - Drama provides something HARTT cannot because HARTT requires auditions before taking classes – it’s great that Drama takes “walk-ins.”
Statement - It appears there is a strong technology and media “pull” from Joe and the Provost, here.

3. Marco Cupolo, Spokesperson for German Minor

No Objection to Closure
The dept. has no objection to closure. However, the dept. would have like to have more clarity about A&S faculty will about this closure.

Problems in College Faculty Process
He had a letter from a faculty member objecting to the German minor closure that he was not able to read on the floor of the college faculty meeting. Instead, he was asked by the Dean to send to college faculty via e-mail attachment after the meeting. In addition, there was no college faculty vote on the closure of this minor, or of the Anthropology and Religious Studies minors.
Q – Would you like Senate to send this back to the A&S faculty for more clarification about their wishes, and possibly a vote?
A – Not at this time; A&S faculty now vote on FoF recommendations, but these minors were not voted on.
4. Doug Eichar, Anthropology Minor and Richard Freund, Religious Studies Minor

Declined via e-mail of record to present to the Senate.

Statement - Closure of the German, Anthropology, and Religious Studies Minors were presented by Dean in the closing 5-10 minutes of the Oct A&S college meeting, with no time for faculty discussion.
Statement - A&S faculty “voted to vote” on FoF recommendations during the college meeting following this.
Statement – Determining the will of the college faculty appears to be a problem in other colleges too. Should we provide direction to the faculty and Deans again?
Statement - Chair of the Senate offered to talk with one college’s faculty about how to determine will of the faculty, but he was not invited by the Dean of that college.
Statement – Sending things back to the colleges can send a message that not enough information about the will of college faculty has been provided to Senate – we will continue to do this until the information is provided.

HARTFORD ART SCHOOL (HAS)

1. Tom Bradley, Program Director and Presenting on Behalf of Dean (Closure of Studio Arts, MFA)

   **Supports Closure**
   
   This program is already essentially closed; in 2008, we suspended admissions. There is 1 student still in the program who is on medical leave but is in the 7th year of the program. We have already shifted resources from this program to other residency programs that have higher demand.

2. Jeremiah Patterson, HAS Senator and Presenting of Behalf of Faculty (Closure of Studio Arts, MFA)

   **Supports Closure**
   
   Faculty are in full support of program closure because of lack of enrollment/demand. We could not compete nationally because we lack studio space, which is virtually unheard of; we can reinvest in other programs with closure.

NOTE: Senate will vote again on this program closure during February’s meeting. Earlier vote is null and void.

**Senate Committee Reports**

   **Administration Liaison** (Donn Weinholtz) – committee members are collecting info from across campus – will compile a report and update Senate at a later time.

   **BLT** (Jeremiah Patterson) – committee will meet in February and vote on nominations later.

   **Environment & Sustainability** (Scott Scribner) – had a meeting in December and prioritized 5 tasks for completion this year; currently working on “Stash Don’t Trash” projects.
FAC (Kathy McCloskey) – will schedule a meeting for sometime in February; will review CETA P&T proposal for presentation to Senate Exec; Provost withdrew proposed change to FPM (conflict of interest section).

Faculty Diversity (Deb Kidder) – Diversity Toolbox given to Fred S. and is on university website.

Grants & Stipends (Jim Fuller) – 16 applications rec’d over the last week; will meet in February to review.

**Staff Association Report (Ben Ide)**

The Staff Association Executive Board (E Board) met with Administration and asked how we can support the work being done for the Foundations of the Future. President Harrison asked that the Staff Association continue to be supportive and help with communication. The E Board understands that layoff are inevitable and asked that they be done as humanely as possible, being mindful of the morale of those left behind. They also asked that displaced workers be allowed first consideration for position openings. HRD will look into creating a password protected page for internal postings. Administration showed concern and consideration to E Board and were appreciative of being made aware of things they haven't thought about yet.

Staff members who have questions, concerns, or need help because they are affected by FoF, they can talk to their Staff Association Community Representatives, and the Staff Association review the situation.

HRD will create language addressing employee requests for skipping 30 minute unpaid breaks for shift lasting less than 7.5 hours. They will also address flexible work schedules for periods shorter than two months that are approved by supervisors.

The Staff Associations will be providing their final vote on changes to their bylaws concerning Grievance Officer position creation and Community Representative duty changes.

**Announcement:**

Senate received the 3rd letter from Provost about FoF program closures. Included on list are three programs:

- Guitar GPD – Richard Provost, contact person - rprovost@hartford.edu
- Voice, MMus – Edward Bolkovak, contact person - bolkovac@hartford.edu
- Voice, AD – Edward Bolkovak, contact person - bolkovac@hartford.edu

**Adjourn:** Chair, Saeid Moslehpour
Attendance:
A&S: Larry Gould, Kathy McCloskey, Bryan Sinche, Erin Striff, Amanda Walling, Michael Walsh, Fei Xue, Bin Zhu
Barney: Andy Hao, Deborah Kidder, Susan Machuga, Ke Yang
CETA: Christian Carloni, James Fuller, Saeid Moslehpour, Ying Yu
ENHP: Lucy Richard, Diana Veneri, Donn Weinholtz, Ellen Wetherbee
Hartt: Robert Black, Dee Hansen, Rita Porfiris, Peter Woodward
HAS: Power Boothe, Hiro Fukawa, Jeremiah Patterson
Hillyer: Robert Churchill, Anthony Rauche, Scott Scribner

Absent:
Hartt: Joshua Russell
Hillyer: Mary Fister

Guests:
President Walter Harrison
Provost Sharon Vasquez
SGA: Floe Weinstein
Staff Association: Ben Ide
Professors: Jeffrey Cohen, Jane Horvath, Bharat Kolluri, Farhad Rassekh
Also present: Maria Marques

Announcements:  Kevin Gray, Assoc. Prof. in HARTT, has passed away.  We offer our condolences to the family of Kevin Gray and faculty of HARTT.
On Thursday, A&S has a meeting.  Votes to Senate regarding program closures can be given by proxy to Maria Marques, prior to the meeting.  Voting “Yes” indicates your vote in support of program closure versus, “No,” which does not support the proposed program closure.

Report on Executive Meeting with President & Provost:  The Provost has issued a letter requesting Senate to vote for a 1 year suspension for the remaining programs that have been recommended for closure, but have not been discussed in Senate.  The University is in a position in which students will enter and expect to be enroll in some majors.  This will delay the teach-out cycle for programs that may be recommended for closure.  A letter has been drafted to Provost in response to this.  According to the MAPP, recommendations to suspend programs must be reviewed by the same procedure as those programs recommended for closure.  Therefore, considering programs to be suspended (vs. closed) will not gain any time in terms of procedure.  Senate is committed to following the MAPP.
Question becomes whether we should continue on a course of considering program closures or suspensions.  Senate may not wish to consider some programs for suspension, as this may have adverse implications for these programs.

Joe Voelker:  Speaking on behalf of the recommended closure for the BA in Economics.  The Dean prefaced his presentation by stating that he is working on the idea of trying to consolidate programs into larger, visible and viable programs to bring in matriculating majors.  BA in Economics is in A&S.  There is a Dept. of Economics and Finance in Barney, but the Director of the BA in Economics can’t teach in Barney because she lacks the accreditation to teach in the professional courses in Barney.  Dean Voelker stated that he had spoken with Jim Fairfield-Sonn and Chuck Collarulli and was assured that there is nothing preventing Barney from providing a major in Economics.  The number students in the Economics major in A&S is 3.  Dean Voelker felt that
majors in Economics are usually attractive to students who have more specific professional aspirations. Parents, thinking vocationally, will often tell students to go to business school. The Director of the BA in Economics is talented and can be shifted into international studies to strengthen study in political economy.

Questions/Response

Q: For certain students, liberal arts combined with a major in economics. This is not something that would be available in Barney.
R: There is always the possibility of a contract major.
Q: What is the actual enrollment?
R: 15 double majors, who are recruited as more advanced students.

Jane Horvath: Director of BA in Economics in A&S: The preface of this presentation is similar to that, which was done in Nov. in A&S and in Jan. The BA in Economics is a liberal arts degree and is well situated in A&S. This is a traditional social science degree, which is taught by Jane Horvath and other economic faculty who reside in the Barney school. It is a program that crosses colleges. It is the only economics degree that is offered at UHA. The courses that are taken for this program, are taken by all other majors in Barney, as well as students in A&S majoring in International Studies (Economic Development Track) and as part of the social science requirement as part of general education. Courses within this major are utilized by a lot of different programs.

As a result, this is really an academic program that makes good use of its resources. Barney students do not get a degree in economics. Instead, they get a BS in Business Administration, and one of the options with the BSBA is that students may elect to major in Eco-Finance. This degree is not the same as a BA in Economics, within A&S. It is not an economics degree, it is a degree in business administration. Statistics indicate that employers do value the liberal arts degree of BA in Economics. Students in this program get excellent breadth and depth in economics—i.e. 11 economics courses for the BA in Economics. The Barney BSBA degree does not provide students to get the breadth and depth in economics that is offered in A&S. BSBA students in Barney majoring in Eco-Finance can obtain their degree with only 4 courses in economics (two of which are the introductory courses).

Faculty who teach in the program unanimously support this program and feel that it can coexist between Barney and A&S. Social science program chairs support this degree. The A&S Faculty voted of 56 to reject the recommendation to eliminate the degree and 8 to support the recommendation. The vote was by secret ballot.

Further analysis of this program indicates that it is profitable major. Many students in this program are double majors and students are choosing the BA in Economics, depending on where they think their professional trajectory is taking them. Those who have aspirations toward law school and take the LSATS are highly represented in this major. They traditionally score the highest on the LSATs relative to other majors. The economics major is growing nationwide-14% increase is latest data. According to the 2012 Princeton Review, it is number 7, of top 10 majors, nationwide. There is a history of good salaries, for those who have this major. NACE spring 2012 survey reported starting salaries for graduates with economics majors at $54,800, up 5.6% from 2011. Forbes cited the 2012 NACE survey in identifying economics as fifth behind engineering, business, accounting, and computer science majors when reporting employer demand for new college graduates. Parents and students see this as an attractive degree in a liberal arts context. We need to be better at selling this and we need to do more niche marketing for this major.

There are no savings if we close this program. The courses taught for this program will still be available because they are offered for other programs.

There are very good students doing Honors projects every year in this program, with the opportunity to double major. Again, we need to increase this program’s visibility and decrease the confusion about this degree. Dr. Horvath is working on a research project with Patricia Nodoushani in order to get AQ qualified to teach Barney students.

Faculty in Barney, who teach in the BA in Economics, and students all appreciate the value of this degree. In fact, it can be a model of how programs can be run efficiently across colleges.
Faculty member comments, questions and responses:
The BA in Economics has maintained at about 20 people in it. If program continues, these numbers can grow to 30.
The faculty Barney were not asked to offer an opinion about this program closure.
**Q:** Does this program attracts a different kind of student than programs in Barney?
**R:** It is a program that affords students the opportunity to matriculate into MA and PhD programs in economics, as well as MBA and law schools.
**Comment:** Some of the students in this program are the best at Univ. and other students’ experience would be diminished if they were not allowed to proceed with this major.
**Q:** BA in Economics. Could it move to Barney?
**R:** It is an intercollegiate program. Why should it be moved? Students don’t care what college they are in. Why is it an issue to be in A&S?
**Comments:** The natural draw from outside the University is only about 3 students. However, recruitment for this program occurs once students are enrolled in the University. Why is this a problem? There are many students who are undecided when they enroll at the University, until they start taking courses.
The quality of the students in this program is remarkable and these students contribute much in the class. It is unconscionable to be thinking that we are a comprehensive Univ. , if we do not offer a degree in Economics. It is one of the leading social science programs.

**Sharon Vasquez:** Will address: 1. Update on full-time faculty compensation commission. 2. Letter asking for expedited suspension for remaining programs.

**Expedited suspension:** We are admitting students and offering financial aid packages. Since submitting the letter a few days ago, requesting suspension of programs, the Provost has realized that this is not the direction that should be taken. The Provost will be crafting a letter to students and families to inform students of what is going on with programs being considered for closure.

**Faculty compensation:** There are 3 major areas to be considered regarding faculty compensation, as recommended by the Commission on Faculty Compensation. There were recommendations for which faculty who should receive initial considerations and this would mean increasing the payment of those individuals whose salaries indicated that they were experiencing the greatest salary compression. The next priority will be to deal with college equity. The final priority will be to deal with market pressures. The aim is to gear us toward the middle of our competitors.

Communication as it relates to salary has been a concern of faculty, based on a survey about procedures and perception regarding compensation. Transparency is an issue, especially about merit increases. There has been distrust on the part of faculty about how merit increases have been distributed. The goal will be to present to faculty, on an annual basis, where the University is in the plan for compensation and be clear about what has been accomplished. There will not be disclosure of specific faculty salary, but it should be clear about how the BOR would vote on for compensation. There must be a clearer mechanism of communication between Deans, Program Directors and faculty.

The principles of policies and procedures that we will work toward is to create a system of maximum transparency, that has valid and reliable merit-based principles.
The BOR has approved at Phase IA (will take 2 yrs) to bring the minimum salary up, for faculty who are adequately performing. There is $300,000 to go toward this and $85,000 for people who are being promoted from assistant to associate professor.

Part-time faculty increase of $50 per credit hr. (over 2 yrs). Year one=$75,000
There is an assumption that there will be a monetary return to the University for unfilled faculty positions for 1-2 yrs, in order to get savings on full-time faculty lines.
The Provost wants to convene working group to create valid, reliable, institutionally owned and consistently applied principles, for compensation, that will allow for flexibility across colleges. The Provost is requesting Senate to make nominees for this committee. There will be 0% increases in
salary, except for those being promoted. Those who will need adjustments, will receive them in the fall as an adjustment, once parameters are set.

**President Harrison:** Sad news regarding death of Kevin Gray. He has been here for 2.5 years and directed presentations in HARTT.

Storm this weekend: Please thank facilities and public safety who worked around the clock during this storm. Nothing serious occurred here on campus. Based on the evidence that there will be more of these events, the President wants to try to prepare for these things better. There are an enormous number of entrances, and to keep them clear is a challenge. We are rescheduling the branding and marketing people to come to present on campus.

**Adjourn at 1:40.**

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**Feb. 14, 2013**

**Attendance:**

- **A&S:** Kathy McCloskey, Bryan Sinche, Erin Striff, Michael Walsh, Fei Xue
- **Barney:** Andy Hao, Deborah Kidder, Susan Machuga, Ke Yang
- **CETA:** Christian Carloni, James Fuller, Saeid Moslehpour
- **ENHP:** Lucy Richard, Diana Veneri, Donn Weinholdtz
- **Hartt:** Dee Hansen, Rita Porfiris, Peter Woodward
- **HAS:** Hiro Fukawa, Jeremiah Patterson
- **Hillyer:** Robert Churchill, Mary Fister, Scott Scribner

**Absent:**

- **A&S:** Larry Gould, Amanda Walling, Bin Zhu
- **CETA:** Ying Yu
- **ENHP:** Ellen Wetherbee
- **Hartt:** Robert Black, Joshua Russell
- **HAS:** Power Boothe
- **Hillyer:** Anthony Rauche

**Guests:**

- **SGA:** Floe Weinstein
- **Staff Association:** Ben Ide
- **P/T:** Ralph Braithwaite
- **Associate Provost & Dean of Undergraduate Studies:** Guy C. (Chuck) Colarulli
- **Also present:** Maria Marques

**Chuck Collarulli:** Paralegal Program was developed initially in HCW and then put in A&S. This is a full, part-time program and people enrolled are employed. FOF recommended the BS in Paralegal Studies be divested. Currently, there are 3 programs in paralegal studies-Associate, certification and Bachelor. The Bachelors studies degree is for people to complete a Bachelors degree, within the University and these students can take all the courses in paralegal studies that they need. There are very few students in the BS in Paralegal studies. This is a program run by lawyers. The certificate and AS degrees include all the paralegal coursework that is needed, to practice as a paralegal.

There was a discussion about the letter that the Provost mentioned last meeting that will be designed to inform parents and students of prospective students about program closures. Chuck was not aware of the letter. He is concerned that we want to be as clear to parents and as expeditious as possible about making decisions that will have financial impact on the University.

**Edward Cumming:** Speaking on behalf of Orchestral Conducting, G.P.D. and A.D. Professor Cummings was a conductor of Hartford Symphony, prior to becoming a University faculty member. Currently, there is 1 Masters and 1 GPD student in the conducting program. On 9/28/13, Ed spoke
with the Provost and Dean about these programs, and at that time Ed agreed to the recommendation regarding program closure. This is the first year that Ed has taken on students that he has selected. It should be appreciated that conductors develop later and it takes longer for them to reach their potential. In the interim of speaking with Provost and Dean, Ed realized that there is a balance between taking these students on too early and too late. These students need to take instruction and be malleable. He has realized that he would like to recant his agreement about divesting these programs and this is based on having a very positive experience with a student here. Some students may have gotten Masters degrees elsewhere and they want to continue with another Masters degree here. If orchestral conducting programs accept too many students, the students will not have enough podium time that they need to develop. UHA offers something that is unique in terms of offering considerable podium time. Additionally, it should be noted that the GPD students do a lot of work for the program—e.g. all the program notes; administrative aspects of running the orchestra; teach and conduct classes; step in to conduct for productions when professors are gone. These students do other things that benefit the program, which tends to offset some of the costs associated with it. If these students are lost, adjunct and staff would have to be paid an hourly wage to do the tasks that these students typically do. The report of finances for the FoF does not really figure this in.

Discussion by HARTT faculty and the actual cost/benefit analysis was not able to be answered. There was no accounting for some of the services mentioned. There is much overlap of courses that these students take with regular classes.

GPD can feed into another degree and this becomes a recruitment benefit. This is a highly selective program—need great grades and good videos. There has been a student who just “took off” so well in this program that she is now a conducting fellow with Hartford Symphony, which benefits our University.

**Motion to approve January minutes:** Correction p. 11 of email regarding Senate committee reports for Grants and Stipends. There were 16 applicants received in each, summer stipends and Coffin Grants. January meeting minutes were approved with preceding corrections.

**Curriculum Committee:** No real issues with proposed changes. Senate approved all proposed changes.

**Greenburg Selection Committee:** Brian Sinche, Barb Crane, Christian Caroloni were elected to this committee.

**Faculty Compensation Committee:** 5 names received as nominees. We need 3 people. Michael Winniger, Jim Fuller, Ed Cumming were elected.

**Discussion regarding the BA in Economics:**

**Comments regarding offerings in A&S vs. Barney:**

We are not a comprehensive Univ. if we don’t have a BA in Economics. It is a basic course in the Social Sciences and belongs in A&S.

A University of our size usually does not have 2 programs in Economics. We don’t have 2 programs in Economics. There are significant differences in the programs that are offered in Barney and in A&S. The Finance major is a professional degree, not social science. The BA in economics is a social science. It is a completely different experience in terms of Finance vs. Economics for students.

Can a Univ. of this size support these 2 programs?
There are 30 students in an Economics class and it was full of Barney and A&S students. There is a qualitative difference between a professional degree offered in Barney and A&S. The BA in Economics is a social science that is theoretically based. Barney is teaching for a specific profession.

**Concerns about faculty input and accuracy of information:**

Distressed by Dean’s presentation—it was superficial and misleading. He presented this program in a way that devalued the program. Dr. Horvath is not far away from being able to teach in Barney.
When programs are going to be closed, all faculty should be able to speak. Closure of this program affects more than 1 school. Barney did not get to discuss this program closure. Some of the restructuring is going to affect more than 1 school and program. This was discussed without Economics faculty weighing in. How should we make sure that all faculty who will be affected be informed?

Technically, these things should go through curriculum committee so that the overview is done, but FoF has created a different manner in which these programs are being discussed.

There is misleading information about how many really do major in this program: 3 vs. 11. There has been no marketing for it and there could be potential for greater enrollment

Value of the program:
Economics program like this which cuts across colleges and it is exactly the kind of program that a Univ. should have.

Eliminating this program will not create any kind of savings because these courses will still need to be taught. In fact, the courses will actually have fewer students in them, if the BA in economics is eliminated. There is not really a savings, in fact will be less students in the class and will make it more expensive.

We are a comprehensive University. We are Type II Undergraduate University. How comprehensive can we be? In the short term it does not save any money, but in the long-term there will be a savings.

Economics courses that are being taught are both full. We will have to offer the same number of Economics courses even if we eliminate this program. Additionally, we should not assume that if we eliminate this major that students will shift to matriculating in Barney.

Languages and philosophy are being eliminated as programs, so we do need to make decisions. We are sometimes cannibalizing programs.

Finances in A&S seem bleak. Does this college need to be shaped to allow it more room to be more sustainable? Senate should not get in the way of this ambition.

There is no new revenue stream for A&S in the plans.

There is not going to be immediate money to reinvest just because we are cutting programs.

Unless you are dead sure that there is to be growth potential in certain programs, it is a gamble to determine what programs should receive greater investment. Jane made a great case for niche marketing.

More faculty in Barney that teach this vs. A&S. Why should we be willing to promote cross college relationships if this program is cut? Barney will be more affected than A&S if this program is cut.

**Miscellaneous comments:**
Vision of Dean of A&S has been from Oct. ’12. It is a very new vision.

If we cut before we do strategic planning, will we have to redevelop programs once we decide that they are needed again.

Streamlining that is allowed to happen will be that Barney offers an Econ. degree.

**Votes on Programs:** No further discussion occurred
Drama Minor-20 not close, 8 close
Anthropology: 24 close, 3 no close
Minor in German: 24 close, 4 no close
Minor in Religious Studies: 24 close, 3 not close
Studio Arts MFA 26 close, 1 not close
Organ, AD 22 close, 6 not close

**Anonymous letter:**
There has been an anonymous letter submitted to Senate. When an anonymous letter is received, a Senator must take ownership of it. The letter stated that the Senators in Hillyer are not really being elected, but appointed by Dean. Comments from Hillyer senators: It has been historically twisting
arms to get a senator, but there is no reason to believe that anyone who wishes to be a senator couldn’t be one. Response to letter is that there is no concern.

Committees:
Administrative Liaison- nothing to report
BLT-to start meeting on Mon.
Environmental Committee- people pursuing agendas laid out.
Faculty Affairs- stay tuned for information.
Student Affairs- information will be sent out for MAPP change on absence policies.
Diversity- no report.
Coffin Grants & Summer Stipends: 15 summer stipends and 14 Coffin Grant nominations received and being reviewed.

Discussion:
Is our role to be proactive or reactive?
Bylaws state that we are to offer opinion about the welfare of the Univ.
In practicality, due to duties of senators and time that is spent on Senate, it does become more of a reactive situation for senators.
If we want to be proactive, perhaps suggest to Walt, that rather than close programs, it might be better to put them on hold so that we can wait until strategic planning is done.

Meeting adjourned 1: 40 PM
Faculty Senate Meeting Minutes  
March 12, 2013

Attendance:
A&S: Larry Gould, Kathy McCloskey, Bryan Sinche, Erin Striff, Amanda Walling, Michael Walsh, Fei Xue, Bin Zhu  
Barney: Andy Hao, Deborah Kidder, Susan Machuga  
CETA: Christian Carloni, Saeid Moslehpour, Ying Yu  
ENHP: Lucy Richard, Diana Veneri, Donn Weinholtz, Ellen Wetherbee  
Hartt: Dee Hansen, Rita Porfiris, Peter Woodward  
HAS: Power Boothe, Hiro Fukawa, Jeremiah Patterson  
Hillyer: Robert Churchill, Mary Fister, Scott Scribner

Absent:
Barney: Ke Yang  
CETA: James Fuller  
Hartt: Robert Black, Joshua Russell  
Hillyer: Anthony Rauche

Guests:
SGA: Floe Weinstein  
Staff Association: Ben Ide  
Part-Time Faculty: Ralph Braithwaite  
Professors: Margo Greenlaw, Carole Mackenzie, Mala Matacin, Jessica Nicklin, Jack Powell, Laurel Shire  
Director of Connections: Kenna Grant  
Also present: Maria Marques

Announcement: A concern had been expressed regarding the Provost’s statement last month about designing a letter to students regarding program closures. She has agreed to include information about teach-out plans in letter.

Discussion about Proposed Program Closures:

Gender Studies:

A&S Dean, Joe Voelker: Provided a framing comment that Antioch College faculty voted no on programs being closed, and the college itself was closed.

Currently there are 2 students majoring in Gender Studies and they are double majoring. The quality of courses in this major is great, however there is a lack of center for this major. There is an introductory course offered each spring and it is well enrolled, but then the enrollment falls lower. Seniors wind up with internships. The entire curriculum looks much like a minor vs. a major. There is parity between Latina and Africana studies with Gender. Enrollment is down by 300 students. There are recruiting benefits for students who are looking for inclusive courses. Cross listing courses will remain. The Gender Studies courses are important for symbolic and activist purposes. However, it is best kept as a minor vs. major course of study.

Question: If it doesn’t cost much and courses are running, and it has an external draw, shouldn’t we consider keeping it?
Answer: Is it what we can do vs. what we can do well-noncoherent faculty, courses that are not well put together.

Question: Do you have accreditation that would control this?

Answer: No. There are lost opportunities due to tiny majors. Talented full-time faculty should be in courses where there are more numbers of students enrolled.

**Gender Studies Program Director, Melinda Miceli: Response to** FoF recommendation to divest major and keep the minor:

1. Results in zero cost savings to the UHA-total expense is $4382. This will remain the same if it goes to minor only.

2. Closing major frees up no resources to be reallocated. All courses in major are cross-listed and they will continue. Upper level classes are internship or negotiated classes, so enrollment of students is not a problem.

3. Divesting major would have a negative impact on recruitment and retention of students and faculty.

4. This department strengthens other departments. Adjuncts are not highly used here. This is a very interdisciplinary department.

All our peer institutions have minors in this. BA in Gender Studies at UHA can provide a competitive edge.

There is a changing demographic of students-women have been earning a majority of BS degrees, nationally. This is one major that is attractive to these students. GBLT youth are often looking for programs that support their experiences. This program also provides a competitive edge in recruiting unique faculty-e.g., 3 out of last 4 Jackie Maclean fellows were scholars in this area and our BA curriculum attracted them.

There are no extra resources being used. Cross listing of courses actually brings more students in. It encourages faculty to teach in areas of their expertise.

A&S faculty overwhelmingly voted to keep this program as a major.

The BA in this major is young, but it is a program that has diversified rapidly. It is a well-constructed curriculum and can be a model for other interdisciplinary programs.

The University communicates that it would like to recruit a diverse community of students. Eliminating a program such as this is counter to this notion.

This major is not well promoted. Students need to hear about the major earlier in their academic career. There are 12-13 minors.

The students in this program are top performing students. The message is not good to males or females if this program is eliminated.

**Masters Organizational Psychology**

**Dean of A&S, Joe Voelker** – There are 19 part-time and 2 full-time students in this program, with $25,000 in net income, the equivalent of 1 undergraduate. This program has moved between Barney and A&S. The courses are not all in Psychology because faculty can’t be assigned to all of these courses. Barney Management, Education also supply faculty and often give course waivers to complete because courses aren’t available. There are 2 talented faculty who could be redistributed to undergraduate programs, which are currently being taught by 65% adjunct faculty. These faculty could teach Organizational Psych in undergraduate. Psychology major has high attrition rate of 36%. We are losing freshman at a rate such they are gone at upper levels.

Question: Why is there such attrition?
Answer: Perhaps due to large adjunct faculty numbers.

The typical adjunct faculty percentage is often much smaller—i.e., 50% might be the average. Introductory Psychology is 90% adjunct. A majority of these sections do not have psych majors in them. Undergraduate program is not well served by full-time faculty. Redeployment of faculty may attract more students and stave off attrition. The percentage of adjunct faculty are: 65% adjunct undergraduate; 35% graduate.

Occasionally, we get students in EDD from the masters programs, but it has been coincidental.

**Director of Organizational Psychology, Olga Clark**: It has been a successful program since 1971, with minimal resources. Alumni are successful. The program is only 36 credits, only offered in evening, making it open for full and part-time students. There are 5 core and 7 elective courses, with students having freedom to build their own curriculum. This is a selling point for this program.

Classes are open to non-majors, nursing students, management, and MBA students. There is never a problem with courses being under-enrolled. Online courses are also offered. Many courses are taken by “other” students.

In terms of the major, 12 students are accepted each year. There is a very low tuition rate. Net income is recorded at $23,597. FTE of faculty is .9-faculty are invested in undergrads.

This is a flexible, efficient, robust program.

Although we don’t bring in tons of money, there are some ideas to improve this. Grow an accelerated program and get a degree that is marketable—e.g., industrial psych. This is an area of psychology that has potential to grow by 26% through 2018.

Students are mostly part-time, so they are not impacted by declining demographics affected by other programs. There is a wide range of demographic appeal. 52 applications have been received—5 international, 5 Seniors from UHA, with an average GPA of 3.6 for these applicants.

Question: There is a projected growth in employment, but there seems to be a cap on number of students. Is this because this is an expensive program?

There are only .9 faculty members and if enrollment is increased, then attention to students will decrease.

**Masters, General Psychology:**

**Dean of A&S: Joe Voelker**

There are 4 full-time and 3 part-time students. There are no unique courses in this. This Masters program serves the purpose of allowing people to pursue a Masters who don’t really know exactly what they want to do. The result is a siphoning off of energy when there are no specific courses, no center, and low enrollment. It would be wiser to redistribute energy for faculty elsewhere.

Question: If a program generates money, what are we gaining?

Answer: There are relative degrees of making money. If faculty are highly treasured making them underpaid, can’t they be directed elsewhere?

**Program Director of Masters, General Psychology, Caryn Christensen**: There are 11 general psychology and 8 accelerated students in this program. Psychology has 4 major programs, with general psychology being the smallest program, requiring 33 credits. Students choose 4 electives across disciplines. The GPAs of students in this program are about 3.5 GPA. People in this program can teach at community colleges, work in research labs. The program consistently makes money-netted $33,000, last year. It took in $79,000 in tuition. If the sections stay up, much of the cost remains. These are quality courses where undergraduate students enrolled in the psychology major can earn graduate credit in an accelerated way because of integration. There are 8 seniors who are in accelerated programs. Parents and students are excited about the integrated programs.
Loss of nonclinical programs limits online options for courses, for part-time and accelerated students. Is it financially advantageous to close when there are networks of bridges?

This is a consistent market of students, but not necessarily a growth market of students.

Drop out rate of 65% is not significantly different than other undergraduate majors across campus. Our retention rate is actually much higher than the average in A&S and across the nation. Adjunct rates and drop-out rates are seem to be non-issues here when taken in context.

Recruitment is very good for students/parents to think that they can take graduate courses in the 4th year. **A&S Dean, Joe Voelker**

**RPW major:**

Not contested by faculty. Faculty don’t want to keep teaching sections of 3-4 students for this major. The hope is to move these faculty into English and dual major in creative/rhetoric writing courses. RPW is 97% taught by adjunct.

**Adjourn: 1:50 PM**

**Faculty Senate**  
**March 14, 2013**

**Attendance:**

**A&S:** Kathy McCluskey, Amanda Walling, Michael Walsh, Bin Zhu  
**Barney:** Andy Hao, Deborah Kidder, Susan Machuga, Ke Yang  
**CETA:** Christian Carloni, James Fuller, Saeid Moslehpour, Ying Yu  
**ENHP:** Lucy Richard, Diana Veneri, Donn Weinholdt, Ellen Wetherbee  
**Hartt:** Dee Hansen, Joshua Russell, Peter Woodward  
**HAS:** Power Boothe, Hiro Fukawa  
**Hillyer:** Robert Churchill, Mary Fister, Scott Scribner

**Absent:**

**A&S:** Larry Gould, Bryan Sinche, Erin Striff, Fei Xue  
**Barney:** Susan Machuga  
**Hartt:** Robert Black, Rita Porfiris;  
**HAS:** Jeremiah Patterson  
**Hillyer:** Anthony Rauche

**Guests:**

**SGA:** Floe Weinstein  
**Staff Association:** Ben Ide  
**Part-Time Faculty:** Ralph Braithwaite  
**Also present:** Maria Marques

Meeting minutes for Feb.-Correction: “Natural market” for BA in Economics is 3 and this is known from the “Fact Book.” –p. 2 of meeting minutes. Approval of minutes with this amendment.

Coffin and Summer Stipends have been announced-4 awardees Susan Coleman, James Lee, Sandra Saavedra, Anne Pidano for Coffin. Summer stipends-7 Stephan Bullard, Andrew Craft, Suhash Ghosh, Benjamin Grossberg, Lillian Kamal, Natcha Poggio, Ying Yu. Submissions were well spread across the ranks. Approved by Senate. There will be an announcement in U Notes.

**Curriculum Committee:** Approved recommended changes proposed by committee.

**Sustainability Committee:** Individuals have assigned projects and will meet in April to report information.
BLT: Decision has been made and President has been informed.

Administrative Liaison: has 4 subcommittee reports to compile. Two are completed and the committee is waiting for the others. Report for year to be in May.

Student Affairs Committee: Absence proposal. Amended: Excessive amount of absences should be determined by the professor in the syllabus. Passed unanimously.

Diversity: Will submit report in May. Working on goals.

Executive Committee: How will information be submitted regarding programs that voted on by Senate, and not recommended for divestment, by Senate. The Provost has sent back the rebuttal with the amendments that were initially included and stated that the rebuttal should include no addenda in addition to the 1-2 page summary. There is a consensus that 2 pages without addenda is appropriate to forward to the Provost and President. We can list the documents, but it is not critical to include them.

Orchestral Conducting GPD, AD: Request that this vote be postponed until next month. The presentation was made “on the fly.” They would like to have more time to pull information together. They are generating more data on this that they would like to share.

Comments: This has already been delayed and the program leader had time to prepare. This could result in many programs asking for delays.

There should be assurance and deadline date for information; College meeting happened 2 days before the actual presentation; Cummings came in to clear up misconceptions that were made. Motion to delay vote has been removed.

Other comments from HARTT-Cummings, when he first came in, he had not had time to understand the implications of closing this program. There is no cost savings. All the classes in GPD and AD will remain. There may be a drain because some students, enrolled in this program, do things for free and may not be inclined to do this without this program. GPD and AD are great feeder programs for other programs. HARTT faculty strongly request that this program remain.

Comments: Interdependence is clear and other programs would really suffer. Although there are few students, if they are not present, HARTT will lack in people to conduct for them.

These programs are similar to certificate programs.

Perhaps we are not charging enough for these programs. We need to be more price competitive.

It is still questionable that getting rid of these programs will create a positive net.

Experience in a music conservatory is that of mentorship and it does not translate to the classroom situation. Conductors are not coming into programs where there are many students. By the nature of this program, there are going to be very few numbers of people in them.

Costs: did not consider fixed costs and costs that are incurred and covered by the students’ in the program.

Paralegal studies-There is nothing changing, it is just lumping courses into Univ. studies.

BA in Economics: There would be a void in a particular study track if this program did not exist. Jane’s argument adds to richness of what the Univ. has to offer. If this program does not exist in A&S, it will limit students’ ability to grow in ways that having them in the Barney school won’t allow them to grow.

Instructions for voting: Agree with closure is YES; Don’t agree with closure NO

General comments:

We need to think about the implications of cutting programs and how this may end up not attracting some students that are bringing in an income because they are looking for something unique.
There are a number of things under the rubric of restructure—e.g., re-tidying vs. others with profound implications.

Is it a gamble that getting rid of these programs may end up resulting in an even worse financial condition than what we are in now.

**Staff association:** Reinstating summer barbecue. There was $1,560 raised by the Daffodil sale. Still need a representative from faculty to Staff Association--1 meeting/month for 1 hr. from 1:00-2:00 on 2nd Wed. every month. The next will be April 10th. Ke Yang agreed be the Senate representative for Staff Association

**Part-time faculty**—nothing to report.

**Faculty Affairs Committee:** Senate Bylaws : 2. Add 2.b. When we have faculty assigned to higher level administrative roles, they are appointed by Deans. These individuals should not be forwarded for Senate committees or senators. Vote: unanimously upheld

FPM: 8.2.2: Clarifies faculty of department is not to see dossier of person going up for P&T if they have an internal committee. It is to be only the people on the P&T committee that would be able to see it. Chair is also able to see it. Unanimously upheld.

**College of A&S:** Resolution asked Senate to call a meeting to discuss the role of athletics with FoF. Resolution to go to Executive Committee and then it will be presented to Senate. Concerns: We are hosting B’ball tourney costing $35,000. There is perception that these kinds of activities are taking precedent over faculty salaries. We are not aware of how FoF is taking care of this. Discussions have been deferred. Discount on tuition is also a concern. **It would be good to have this conversation in Executive**

**Closure Votes:** (yes=closure; no=no closure)

Orchestral: GPD: 12 yes, 18 no
Orchestral AD: 11 yes, 19 no
Paralegal: 29 yes, 1 no
Economics: 5 yes, 26 no

**Adjourn 1:40pm**
Faculty Senate Meeting
April 9, 2013

Attendance:
A&S: Larry Gould, Kathy McCloskey, Erin Striff, Amanda Walling, Michael Walsh, Fei Xue, Bin Zhu
Barney: Andy Hao, Deborah Kidder, Susan Machuga
CETA: Christian Carloli, James Fuller, Saeid Moslehpour, Ying Yu
ENHP: Lucy Richard, Diana Veneri, Donn Weinholtz, Ellen Wetherbee
Hartt: Robert Black, Dee Hansen, Rita Porfiris
HAS: Power Boothe, Jeremiah Patterson
Hillyer: Robert Churchill, Scott Scribner

Absent:
A&S: Bryan Sinche
Barney: Ke Yang
Hartt: Joshua Russell, Peter Woodward
HAS: Hiro Fukawa
Hillyer: Mary Fister, Anthony Rauche

Guests:
SGA: Floe Weinstein
Staff Association: Ben Ide
Part-Time Faculty: Ralph Braithwaite
Also present: Maria Marques

Announcements: None
FoF Discussion: Senate feels like we do not have solid financial data to support information related to program closures. This has been demonstrated when there are different sets of financial information presented by program directors vs. deans. Banner does not provide everything needed to analyze finances of each program. It would be quite a big undertaking to change this system and get more accurate accounting information. Questions were discussed about the worth of changing the system so that more accurate information could be obtained. The other problematic part of making decisions about program closures is that we are feeling compelled to look at the curriculum and make assessments about how everything fits together. In order to look at this, we need a vision for the future. We don’t feel like we have an overarching vision to direct us.
Senate feels disadvantaged to make recommendations that are not based on solid vision or sound finances.
Executive Meeting-We discussed some of Senate’s concerns about the FoF process.
Can we request that everything be put on hold until there is a strategic plan that has been developed?
Minutes for March 2013: Approved
Curriculum Committee: Discussion about curriculum leaders and Chuck being invited to a meeting. This has been set up. There is a motivation to get rid of redundancies. If there are other issues, please discuss with members of the committee. There was a statement by the curriculum committee that they will welcome any discussion about program restructuring that faculty have.
It was noted that the next big FoF review process will be the restructuring efforts, and that we should develop a system for this to handle the large number of unit and program changes that are in the pipeline for next year.
Changes recommended by the committee were approved.

**Letter from Provost regarding the Drama Minor:** Concern was expressed by the Erin Striff that some of her thoughts were not portrayed accurately to the president in the Provost’s letter regarding this program. The program director referenced the following point in the Provost’s letter regarding Drama Minor program closure-page 2, bullet point 5. Specifically, Erin felt that the phrase that follows was taken out of context: “To attempt to maintain a drama program in Arts and Sciences that intends to prepare students for ‘future success in the performing arts’…” As Erin stated, her actual point about the Drama Minor was to recognize that it is NOT a program with a mission to prepare students for a future in the performing arts. She is fully aware that this is the mission of the HARTT school. There are other phrases that make the program director feel uncomfortable. She would like for there to be a means for the Senate to provide fact checking. One big concern that she had is that she does not want there to be perception that she is running a program in direct competition with HARTT. Can this issue come to the Executive Committee so that a letter can be drafted? A concern is about the integrity of the process of FoF. Trust has been an issue and the process has been impaired by this lack of trust.

Suggestion is to assess this on a case by case basis. In this case, it is to specifically address the specific aspects that are inaccurate.

The letters regarding programs should be viewed by program directors and faculty prior to submitting to the Provost.

**Walter Harrison:** Congratulations were offered by Senate regarding Obama’s recent visit to campus. For Walter, this is exactly what the university experience should include - bring a president to campus to discuss an issue of national importance. Secret service takes over in a situation like this. Walter did not like the way tickets were administered, but he did not have control over this. About 200 people did not get in - 2 former chairs of Board of Regents among them. The decision for Obama to come here was by the Governor. According to feedback Walter received, governor felt it was better for the President to visit here vs. Trinity.

**FoF:** Discussion of program closures have been going to President. President feels his role is like an appeals court vs. retrying the case. Intention is to try to focus on points of difference and make a decision on this. Walter wants to make this as independent and fair a review, as possible. President Harrison stated that he appreciates the work that is being done to support this process. He hopes that people see that he is trying to make the best possible decision.

Senate expressed concern, which is not meant to be a “tit for tat” concern. Senators expressed concern about inaccuracies within in the Provost’s letter about the Drama Minor. Specifically, senators were concerned about the quote taken out of context - see above under **Letter from the Provost regarding the Drama Minor.** The concern is that this further undermines trust that faculty have in the process related to FoF. President Harrison stated that he has not yet read the letters about the Drama Minor. President responded that Senate officers can respond to letters from the Provost. Senate can respond to President in writing. President wants to have replies in writing for sake of transparency. Also, there will be chance to talk with representatives from the Senate and Provost.

President Harrison responded about resolution from A&S about athletics and the role of Division I sports at the University. It has been expressed that faculty have concerns about money spent on athletics vs. things more central to the mission of the University. President mentioned that he spoke with A&S faculty for about 20 minutes. President felt that it was a beneficial conversation. He did not have all the facts and figures about funding, which he tried to answer as best as possible. President felt that it was a good discussion, presented in a thoughtful way, about difficult topics. He stated that he wants to be open to these discussions. Feels that Division I sports conversation is important to have. He wants to have this discussion in context of strategic planning. He wants to ask fundamental questions about what the University will do in a changing world of demographics,
economy and technology. For example, what is the role of humanities in this institution? Many universities are struggling with this question. President expressed that he has full confidence in Senate to work on these issues and he values the opportunity to speak with faculty and Senate. Univ. has made $2.65 cuts in administration, at this point. Question: It would seem like we need to know the role of Humanities because this influences the criteria on how to evaluate programs. Should we delay until we have a strategic plan? President states that he has 3 options in response to Senate and Provost recommendations relative to program closures: yes, no, defer. In each case, President will be making these decisions based on these options. When options are to be considered in the bigger context of a strategic plan, Walter will make these decisions on case by case basis. President needs to consider that, in 10 years, A&S enrollment is down by 100 students. What is the case for liberal arts at a university that is increasingly attracting students in professional programs? This has to be considered in the context of the bigger world of higher education. Comment from Senate: We are operating in an environment in which higher education is a very different landscape and strategic planning needs to consider this. President: We will retain a firm that will assist with strategic planning (Knapper Associates). This firm has been retained because our issues are not related to labor and management. It is a firm that has assisted many institutions of higher education that have been considering the same issues being discussed here. President wants to work cooperatively with officers of Senate over summer to determine how to structure this work. Comment: CETA faculty are not happy with the fact that enrollment is going up, but the faculty are not receiving any kind of raises in salary or increases in program resources. There is considerable dissatisfaction on the part of faculty. Provost has stated that the policies on faculty raises will not change. 

**BA in Economics:** This letter will be presented to faculty in Economics prior to next meeting. **Gender Studies:** More information has been received. New materials have been included and program directors and students have asked that this information be considered prior to the vote on Thursday. 

**Meeting adjourned at 1:40.**

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**Senate Meeting**  
**April 11, 2013**

**Attendance:**

- **A&S:** Larry Gould, Kathy McCloskey, Bryan Sinche, Erin Striff, Amanda Walling, Fei Xue, Bin Zhu  
- **Barney:** Andy Hao, Susan Machuga, Ke Yang  
- **CETA:** Christian Carloni, Jim Fuller, Saeid Moslehpour, Ying Yu  
- **ENHP:** Lucy Richard, Diana Veneri, Donn Weinholtz, Ellen Wetherbee  
- **Hartt:** Rita Porfiris  
- **HAS:** Power Boothe  
- **Hillyer:** Anthony Rauche, Scott Scribner

**Absent:**

- **A&S:** Michael Walsh  
- **Barney:** Deborah Kidder  
- **Hartt:** Robert Black, Dee Hansen, Joshua Russell, Peter Woodward  
- **HAS:** Hiro Fukawa, Jeremiah Patterson  
- **Hillyer:** Robert Churchill, Mary Fister
Guests:
SGA: Floe Weinstein
Staff Association: Ben Ide
Part-Time Faculty: Ralph Braithwaite
Professors: Marco Cupolo, Jane Horvath
Dean of A&S: Joe Voelker
Provost Sharon Vasquez
Also present: Maria Marques

Announcement: Officers spoke with Walter Harrison about strategic plan that needs to be transparent. There has been a firm hired to steer strategic planning. We emphasized that our brand is a sense of community and commitment to students, despite salary disparity that faculty feel. Faculty stay at the university because of the historical emphasis on teaching and student success. The firm, 160/90, regarding University “branding,” will present to faculty on Mon/Tues next week 9-11am in Wilde for all faculty members.

Modern Languages & Cultures—discussion regarding proposed program closure:
Joe Voelker, Dean A&S: Program has 3 full-time faculty. Net income is 40.4% at $50,000, which is the smallest revenue and return in college. There are 7 majors within 3 languages. Introduction courses are taught by full time and some adjunct faculty. Courses above the 100 level dwindle to class sizes of 2-4 students. Faculty have been willing to do overload preparations. The capstone course is in English, but students are able to do some reading and writing in the language they are studying. English and POGO Mod. has negotiated to take in this faculty*. Faculty can be in front of more students with this restructure. Much of the teaching will be in translation. Italian, French, and Spanish students are not able to be at the necessary level.

Question: International studies require students to have languages through 200 levels.
Comment: Restructure would allow people to have language through this level.
Comment from Senate: Because we are cutting before strategic planning, we worry that we are cutting before a bigger plan is developed. Nationally, there are trends to a decline in language studies.
Spanish is increasing, nationally. At this University, appetite for study is in Spanish at the introductory level and not in other languages. A&S did not vote for requirement of language. Voting in language requirement requires hiring great numbers of adjunct faculty.

For the public, language options here are Spanish, German, French, and Italian at the introductory level. Japanese and Chinese courses have not been able to consistently enroll get students to number of 10.

There will not be a detrimental change to programs hosted by UHA abroad.
Intro level of languages is 2 semesters.
Enrollment in last 7 yrs is 50% Spanish. Intermediate level enrollment is OK for Spanish. For other languages there is much lower enrollment.

Marco Cupolo for Department of Languages: Department recently went through a radical change and reduced the number of credits for minor, and the minor for German was cancelled. Practically, language department went through big change 3 years ago. Now, the department is being asked to change again. There will not be a difference in salary with proposed cut. These classes make the core of college of liberal arts, within A&S. If we change this, we lose this. The point is what we want for the University and college of A&S.

It is true that we have few students in upper level courses, but that is the result of making a mistake. A different level of language needs to be offered progressively, each semester, that is not taught in English but in the target language.

The national trends in language are the same as what is here at this University. Spanish is the most popular language. Popularity with Chinese is increasing. German is stable now, after a decline.
French and Italian enrollment is declining. Overall, 50% of language students are enrolled in Spanish, in last 5 years, followed by French, German, and Italian.

This year, we have a full-time tenured professor in this department for the first time and now we are closing the dept.

A sustainable language to maintain is Spanish. It is not expected that French and Italian would expect big enrollments because new languages are competing.

Point of internationalization-we are not competitive. This University has procedures that are not favorable to this kind of development. Dr. Cupulo is the only person taking students abroad.

Today, how can we compete with other small colleges that have abroad programs? Our percentage of student participation in abroad programs is 3%, but other Universities have 30-40% going abroad.

Other universities have placement tests for languages. This would allow students to test out to the 200-300 level.

Question: Do other departments recommend taking foreign languages?
Answer: We do not have a lot of interest in this by other departments.

Question: Why does Barney faculty not promote languages?
Answer: There are some study abroad programs, but there is no requirement to have a language for this.

**Political Economy-discussion regarding proposed program closure:**

Joe Voelker, Dean A&S: This program is an amalgam between Barney and A&S. Small numbers of students are enrolled in this program. Net income 73%, at $47,000. This year, there are no students with majors in Political Economics. Previously, Harold Sandstrom did a lot of recruiting for this program, but he has retired. People can do this as a contract major. From 2006-2010, the average number of students majoring in this is 4.

Jane Horvath, Director BA in Political Economy: This is not as equally important a program as the Economics major.

Program goes back to 1981, developed by Harold Sandstrom. When he left in 2009, Dr. Horvath took it over. It is run by an interdepartmental committee. It resides in Politics & Government. It is a politics, economics, and history course of study that is very policy oriented. It made $35,000 profit last year and is not a big program. Mean numbers of students enrolled is getting smaller. There is growth of BA in Economics, but there has been a decline in Political Economics. Students in this program tend to double major and don’t get counted into this program. Last year, we graduated 1 student in this program.

Top 10 double major combinations is Economics and Political Science. Again, this helps create the low number of people in the degree for Political Economy. This may be an option for transfer students. This was the case for last year’s student, who graduated with this major and had transferred in.A&S vote on Feb 28, 2013 to eliminate: No 22, Yes 21, Abstain 6

Question: If you were to strategically plan this, would it be good to keep this program?
Answer: Probably best to double major in Economy and Political Science

Enrollment in advanced courses: There are only 2 courses in Politics and Economics courses that are done as independent courses, that are considered advanced courses for this specific major.

Correction: Dr. Horvath wanted to ask that a correction be made regarding the letter in support of BA in Economics on page 20, #3, 5th line should be eliminated. See Exec. Committee handouts for letter for Economics. Vote was made to approve letter with mods.

**Review of voting procedure:** Voting as follows: Yes: agree with closure, No: do not close

Votes:
Gender Studies: 6 yes, 21 no.
Gen. Psychology: 11 yes, 15 no, 1 abstain
Organizational Psychology: 9 yes, 17 no, 1 abstain
RPW: 23 yes, 3 no, 1 abstain

Provost will be coming to speak about online learning. Please suggest to Saied if there are other things that she should speak about.
Nominees for Provost P&T Committee: There are 2 nominees for one slot, both from CETA.

**Administrative Liaison Committee:** No report, yet. It is about ¾ complete.

**BLT Committee:** No report

**Environmental Committee:** Last meeting to be held soon.

**Faculty Affairs Committee:** Discussion about language for P&T changes to FPM that originated from CETA: As written, the FPM requires a candidate to provide all faculty in the department with dossier, unless there is the presence of a department personnel committee or the department faculty has voted to give this responsibility to the chair, alone. If there is a committee in the department, it goes to both the committee and the chair. Committee must provide a letter to chair, and both the committee and the chair provide their letters to the dean. If there is no committee in the department, it either is reviewed by all department faculty or it becomes a one-on-one situation with the chair, and there won’t be any letter to support the candidate other than the chair’s.

**Question to Senate:** Is only a chair’s letter standard practice within other departments?

**Comment:** Right now, all faculty in some CETA departments sees dossier of candidates, while in others only the chair does. We need better internal communication within the college, and some standardization.

**Comment:** We should take the original proposed language change back the CETA college again for clarification, and if this is what we want to do.

**Chair of FAC agreed to hold the change (not send to council of deans) until further feedback has been received from CETA (not an official motion to table).**

**Announcement:** There is more money for 4 more Coffin Grants has been found and the winners will be announced once the application ratings are reviewed.

**Staff Association:** correction of name of Senate representative was provided. The faculty representative is Ke Yang.

*Department has submitted copy of all related materials and is available from the Senate Office.*
Senate Meeting Minutes  
May 9, 2013  
Draft for review Sept. 10/12, 2013 FACULTY SENATE MEETING

**Attendance:**

A&S: Larry Gould, Kathy McCloskey, Anne Pidano, Erin Striff, Amanda Walling, Michael Walsh, Bin Zhu  
Barney: Andy Hao, Deborah Kidder  
CETA: Christian Carlioni, James Fuller, Saeid Moslehpour, Ying Yu  
ENHP: Lucy Richard, Diana Veneri, Donn Weinholtz, Ellen Wetherbee  
Hartt: Joshua Russell, Peter Woodard  
HAS: Power Boothe, Hiro Fukawa, Jeremiah Patterson  
Hillyer: Robert Churchill, Scott Scribner

**Absent:**

A&S: Fei Xue, Bryan Sinche  
Barney: Ke Yang, Susan Machuga (proxy)  
Hartt: Robert Black, Dee Hansen, Rita Porfiris  
Hillyer: Mary Fister, Anthony Rauche

**Guests:**

SGA: Floe Weinstein  
Staff Association: Ben Ide  
Part-Time Faculty: Ralph Braithwaite  
Also present: Maria Marques

- **Announcements:** There was some confusion in HARTT school about three programs on the docket for program closure. There are no documents that support that the school has had any discussion about these programs within the school or the Senate. Therefore, there needs to be discussion about these programs within HARTT and there will be presentation to Senate about these schools next academic year.

- There has been a proposed change to FPM about P&T review. It has gone to COD and Senate. CETA may be reconsidering the proposed changes. They may want to rescind the language, but they will have to bring another proposal to Senate by Oct. 2013.

- Congratulations to Brian Sinche for the Belle Ribicoff award.

- Welcome to Sundeep Muppidi, from A&S, as new senator.

**Minutes from last meeting:** April 11 attendance should reflect that Jim Fuller was present. Minutes from April approved.

**Curriculum Committee:** Met with Chuck Colarulli and College Curriculum Chairs across colleges. Chuck feels that his committee performs a different kind of evaluation of courses than what is done in the Curriculum Committee. Approvals of course changes are not done only through the Curriculum Committee. The SCAA (Sub-Committee on Academic Administration) needs to approve changes, also. There will be more communication between these committees so that all parties will understand why the SCAA committee may not support Senate. SCAA is a committee
that has been delegated by Council of Deans (COD) to consider curriculum under Chuck Colarulli’s review. If SCAA rejects changes, it gets sent back to the college and programs.

The Curriculum Committee evaluated and approved a number of requests, as indicated on report. Received support CETAs request to bank a program. There were two programs in Sociology where the committee took no action because there was no representative there. Comm. felt uncomfortable taking some of the courses off the books prior to strategic planning and facing the need to recreate them and having the need to go through approval again.

A&S senator: Sociology—neither of the courses have been taught in greater than 10 yrs. Civil engineering proposal: It was expressed that this program doesn’t have staff to legitimately offer this minor. Students cannot get courses in the concentrations, so this program agreed to eliminate these specific concentrations. CETA agreed to this.

Senate suggested to amend report to support CETAs request to eliminate the concentrations. Vote: two opposed, 19 supported. Proposal is supported. Comment after vote: It is impossible to offer a Masters in Civil Engineering without a concentration. Students will not pick a school that does not offer a concentration. In fact, it may become an accreditation issue. However, CETA was in agreement with eliminating these concentrations. Discussion about our role in Senate is to consider the implications of this decision. Suggest that chair comes in to Senate to discuss this.

Suggestion: Although Senate has approved changes in CETA, Senate would advise CETA to further consider the implications of decisions, such as that made in Civil Engineering. This is something that needs to be considered for strategic planning.

**Nominations for Provost P&T Comm:** Hisham Alnajjar and Ladimer Nagurnery were nominated. Ask for vote of acclamation: unanimous

**Benefit Task Force:** Election: Peter Norwood and Michal Walsh have been nominated. A paper vote resulted in 17 votes for Michael Walsh and 5 for Peter Norwood.

**Budget Advisory Committee:** responsibilities were described. Accepted nomination for Sundeeep Muppidi. Vote of acclamation: unanimous.

**Committee reports:** Still need them for FAC and SAC.

**FoF:** Modern Languages and Political Economy programs were presented last month.

**Discussion:** Modern Language program closure. If we want to have strong international programs and not have a strong language program, it seems to be counterproductive. When there is a demise of requirements for language, it results in decreased demand by students for these courses. Strategic planning is important to this question about the necessity of this program. If we look to other institutions, it appears that there is a minimum level that can and should be supported for Modern Languages.

Voting review: No=not supporting closure; Yes=supporting closure

Senate vote regarding Modern Languages, BA: No 48 19*; Yes 6

Senate vote regarding Political economy, BA: No=5 6*, Yes=19

**Vote for Senate Joint FPM change:** regarding policy on supplemental grant income. The language for Income from External Grants and Contract Length has been tabled. Proposed: These FPM changes will be tabled. Motion: 1st, 2nd accepted. Vote: Unanimously upheld. We need to vote on the Policy on Supplemental Grant Income change that future changes to this policy will be made in consultation with the Faculty Senate. Unanimously upheld.
A&S resolution regarding athletics: CETA voted in favor; Barney voted against; Hillyer has tabled the discussion; HAS voted against; Hillyer-no to the current language; ENHP-unable to discuss this for the current academic year; HAS & Hillyer does not want to discuss this until Walter Harrison discusses this further. The resolution is tabled. For those colleges that did have a vote, please send the numbers of votes conducted to the Senate office.

Student petition: This arose from one of Doug Dix’s courses. Petition to have Walt issue a statement about Guantnamo Bay prisoners. There has been no discussion in SGA, according to SGA representative. Move: Vote to endorse students’ petition. Second received. Discussion: What are the legalities and constraints? It is simply a statement by our president to make a statement. Vote: 3 opposed; 18 approved.

Election of Senate officers: 3 nominations: Jim Fuller for Chair; Vice Chair: Deb Kidder; Secretary: Jeremiah Patterson. Nominations from the floor: none. Vote by acclamation: unanimous. Adjourned: 1:42 PM

Recorder: Ellen Wetherbee

Senate Meeting Minutes
May 14, 2013

The new chair, Jim Fuller began with a welcome to new and returning senators. This was followed by a thank you and gift presentation from previous Senate officers to Maria Marques for all of her work this past year. The chair recognized Bryan Sinche for being honored with the 1st Ribicoff Endowed Chair. This was followed by each senator in attendance introducing themselves.

Senator Attendance:
A&S: Sundeep Muppidi, Bryan Sinche, Erin Striff, Michael Walsh, Fei Xue, Bin Zhu
Barney: Andy Hao, Deborah Kidder, Irina Naoumova
CETA: Christian Carloni, James Fuller, Saeid Moslehpour, Ying Yu
ENHP: Lucy Richard, Diana Veneri, Donn Weinholtz,
Hartt: Joshua Russell, Peter Woodard
HAS: Power Boothe, Hiro Fukawa, Jeremiah Patterson
Hillyer: Robert Churchill, Scott Scribner

Absent:
A&S: Larry Gould
Barney: Ke Yang
Hartt: Rita Porfiris
Hillyer: Mary Fister

Guests:
SGA: Floe Weinstein
Staff Association: Ben Ide
Part-Time Faculty Rep.: Ralph Braithwaite
Also present: Maria Marques, Faculty Senate

OPENING - CHAIR’S COMMENTS:

An overview of the issues that we've been facing:
F.O.F. - This spring, Senate has reviewed 25 programs proposed for divestment and has made its recommendations on these programs to Walt and Sharon. The process of program review will continue next year with a completion of Senate review and vote on the remaining programs proposed for divestment, and continued work on the many programs slated for restructure.

Strategic Planning - We expect the strategic planning process to begin next fall, and expect important Faculty Senate involvement in the process.

Faculty Compensation - the working group that has met on this issue over the past year is in the process of finishing their work. The working group has come up with a proposal for full-time faculty salary adjustment. A second group will finalize recommendations for long term evaluation of faculty. These recommendations will come before the Faculty Affairs committee and then before the full senate. The recommendation for faculty salary adjustments is broken into two phases, with Phase 1 to be proposed to the Provost in the next few weeks with Phase 2 to be proposed soon. Once the recommendations as part of Phase 1 are complete, contract modifications will begin. The Provost wishes these modifications to occur before September. The overall goal of the proposals is to have faculty of adequate performance at 85% of the median salary level of their peers. Phase 1 will not reach the goal of 85%, but the intent is with Phase 2 of the plan in place we will reach the 85% number. Most of the number of faculty below the 85% are in the Associate Professor rank, and it varies by college. DISCUSSION: Adequate performance language is concerning to Hillyer senator. There was a discussion last senate amongst a few faculty that we could explore an idea for a rank above Full Professor, perhaps Distinguished Professor, to encourage further development of active faculty members beyond their earning of the Full Professor rank.

The Provost's Committee on Promotion and Tenure - The Faculty Affairs committee will look at the current composition of the Provost's Committee on Promotion & Tenure, with a question as to why our University's committee membership is comprised largely by the college deans with only a small proportion being full-professor ranked faculty. There are no other known Universities where this is the case, rather most if not all others have Provost P&T committees staffed by faculty. By having our committee comprised by mostly the deans, this effectively allowing the deans to 'double dip' in the P&T process. DISCUSSION: Perhaps in the past, with so few full-professors on campus, this was necessary, but it no longer is. A senator thinks it is a great idea, it would be a major reversal of what has occurred in the past. Argument was that Provost would be able to see P&T cases across all the colleges. Another senator who has sat on the committee found it also was odd that the deans were members, and also odd that the Provost chose the faculty that were on the committee, rather than it being a committee with faculty oversight as was his experience at University of Ohio. Another senator noted that it is extremely unique to this University that we do it the way we do.

Budget Advisory Team (BAT)- The latest meeting of BAT revealed very problematic numbers with regards to our enrollments. In that meeting, the numbers as of that meeting showed we were down 75 students. (IT SHOULD BE NOTED HERE THAT WALTER HARRISON CORRECTED THIS NUMBER TODAY WHEN HE TALKED WITH SENATE AND REVISED THE NUMBER OF STUDENTS DOWN TO 35) However, despite the downturn in enrollment, there was still commitment to the implementation of the Faculty Salary adjustment plan.

Senators were asked to add their own thoughts of other issues we face in the near future. Two issues were identified:

The bookstore is becoming more and more destructive with relation to the academic mission and faculty needs of the University. Adequate supply of needed books are not supplied, sometimes late by 10 days, causing an effective loss of those first days of the semester. Other examples of
negligence on their role as text supplier to the students included their ordering of the wrong books for courses. DISCUSSION: They seem to be acting on behalf of their own demise, by only ordering 20% of the books needed for a course, with their reasoning being that they expect the students to not buy from them but rather shop online. Then when students go to the store and the books are not available they in fact do go online and thereby fulfill the store's false premise of how they expect the students to shop. A&S senator: This issue has come up many times in A&S, however, the system seems to show students ISBN numbers for courses; students can click the course to get the correct books they need. Another A&S senator noted that this system of clicking the course for the correct ISBN numbers is not always correct. Another senator stated that if they are simply ordering books online as the orders come in from students, therefore as needed, then we don't need a brick & mortar store. A brick & mortar store should be there to bear the burden of stocking necessary books to be purchased there. Many senators have had bad experiences with fulfilling book needs through bookstore. The cost of textbooks was also noted as a perpetual problem, but it was acknowledged that we as textbook users and our students as buyers are at the mercy of the price gouging of textbook publishers. A senator suggested that if instructors can notify students weeks in advance about their course's book needs, this could help alleviate some of the problem of students having to wait a long time for their book order to arrive.

A senator noted that The Senate AD Hoc Research Task Force still lists Jay Stewart as Chair, and does not think the committee is active. It indeed is not active, but it was felt it should remain on the books to be ready if needed. We need to explore whether or not it should be.

SENATE BUSINESS:

A motion was made and seconded that Senate vote to delegate its power over to the Executive Committee for the summer, and if the Executive Committee was not available during the summer then the Senate Officers would assume this role. A senator asked if the whole senate could be notified by email of any issues over the summer that come before the Executive Committee or Officers working on behalf of the Senate, and it was agreed that emails would go out to keep the full senate informed of summertime business. The motion was called for a vote: Unanimous.

WALT HARRISON PRESENTATION BEFORE SENATE:

Admission Results: after all of the admissions data has settled we are now 35 fewer incoming students than last year. As for attrition, we have about 25 more students returning than we did last year, so in the end we have approximately the same numbers as last year. Enrollment numbers for A&S, ENHP, BARNEY, and HARTT are about even. CETA is up significantly about 60 students. HAS is down about 30 students, which is a problem. HILLYER is down 66 students from last year, about 100 over the past two years, which is another significant problem. We don't know why those numbers are so down. There are some theories, we have to look at all possibilities over the summer and do something about it. It is not a sustainable trend. Short term, since we are close year-to-year it is not a big issue, not much different this year than last. In presenting this to the Regents, there was a desire to get more money to CETA since they are growing so much. DISCUSSION: A senator noted that enrollment numbers reflect something, but don't reflect everything. They don't reflect quality of student, etc. WALT: Is the quality of students up or down? We don't yet know. The bad news - if we exceeded numbers we would have more money to add to faculty salaries, and now we won't. Good news - there are no disasters, and a few weeks ago Walt was worried we would have one. The new trend is that everyone waits until the last day or two to deposit and commit, therefore it is difficult to have confidence in numbers even a few weeks before May 1, and this impacts ability to plan as we have done in the past.
Strategic Planning: We have retained the services of the NAPA GROUP - out of California. We interviewed 5 firms of 10. NAPA GROUP works with colleges of different sizes, they have worked with east coast colleges, and have a fine resume of clients. They laid out a glimpse of a framework for us to work with, we look similar to other colleges our size that are tuition based: we are impacted by the reduced demographic in the northeast; we are more tuition dependent now than in the past, and the vast majority comes from undergrad tuition. All of these leads us to ask; is this what we should be? Should we continue to be a residential university? should we invest in online education? What is the faculty of the future to be like? If we depart from a residential model, what do we do with these facilities? We need to be creative about our future. Also, our students are getting poorer so we are facing a higher financial aid need.

160/90 Branding Campaign - Discussion of this topic began with a Senator commenting about the positive aspects of the recent branding campaign by 160/90 remarking that “it was brilliant, and made me want to attend the University of Hartford”. Their presentation made us stand out as a really different school. Another senator appreciated the freshness and boldness of the view, and was eager to see how the 'pre-professional' view of the programs would dovetail with programs and colleges where there is not such a direct program>degree>profession tract. Another senator felt good about the audacity of the campaign and that we deserve to showcase ourselves this way. Walt: We are starting later today to set parameters to move forward with implementation. Senator: Are we able to do all of what they suggest? Walt: We signed a 3 year contract, they really like us, and seem to be giving us some things because of that. We found ways to save with use of current funds, saving money, and a bit of additional funding to do what their branding campaign suggested. It will begin to be unfolded. 160/90 were the first to say it won't happen overnight, but were excited about the possibilities and our potential.

PROVOST SHARON VASQUEZ' PRESENTATION BEFORE SENATE:
Barney Dean's Search - We have identified 12 interviewees, 5 of whom are sitting deans. These will be completed tomorrow. By third week in June there will be 3 finalist interviews. The goal is to have the new dean start July 1, although this is negotiable.

PROVOST'S REPORT - TOWARD AN ON-LINE STRATEGY: We need to be aware of the realities of online, while remaining true to who we are. There has been an ongoing study that has made changes with more technology tools made available across campus. Research is showing that the whole piece of learning online is wholeheartedly different. Online courses must therefore be different. The work has resulted in a course of action to move forward. We began in 2008 with six distance learning courses, and have grown to 167 courses this past 12/13 academic year. Provost Vasquez presented a PowerPoint slide talk (linked on senate website) with details about the study and process moving forward. The presentation included a review of our Online Policies & Procedures, Various kinds of instruction, The Readiness Assessment & its Recommendations, and the Market Analysis and its Findings. QUESTIONS: A senator asked if a logical step would be online versions of certificate programs, and Sharon agreed that this is a good area to explore online course and program content. Another senator shared that interactive online courses where students all met at a given time were exciting, offering the ability for students to engage in live interaction with each other. Sharon agreed that this model may work for some but not for all, and so a good set of online offerings would include many models.

FINAL SENATE MEETING BUSINESS:
Prior to leaving, James Fuller presented Walt and Sharon with a gift for the end and beginning of a new year.

Adjourned at 1:51pm.
Recorder: Jeremiah Patterson

*e-mail proxy received within deadline.