

JSCC Faculty Council Meeting Minutes—October 14th, 2009

The Faculty Council met Wednesday, October 14th, at 3:00 p.m. in the Foundation Board Room of the Student Union.

Present: Mark Walls, Claude Bailey, Jayne Lowery, Stacy Dunevant, Gerald Graddy, Carol Norman, Nell Senter, Roger James, John Koons, Kim White, Amy Wake, Mechel Camp, Donna Johnsey, Belinda Higgins, and guests Pam Xanthopoulos, and Larry Gundersen.

AGENDA ITEMS

1. TUFS Response

Chair Mechel Camp noted that, by e-vote, JSCC's Faculty Council had approved a response by Tennessee community college faculty senates or councils to the TUFS (Tennessee University Faculty Senates) statement on reorganizing higher education in Tennessee. All Tennessee community colleges have now approved the response, which emphasizes that community colleges should not be organized with technical centers separately from state universities, as the TUFS statement proposed.

2. Facilitated Classes

Mechel Camp followed up on concerns from the September Council meeting about JSCC's use of non-credentialed instructors as course "facilitators" in some dual enrollment classes. According to Camp, for Spring, 2010, the use of such "facilitators" in English courses, at least, would end. Dual enrollment English students in classes without a credentialed teacher would be "channeled" into regular online classes. Any uncredentialed teachers associated with these dual enrollment classes would have no course responsibilities beyond a "technical support" role.

The Council asked for clarification on the administration's position that Guideline 2-B of SACS's "Best Practices for Electronically Offered Degree and Certificate Programs" justified uncredentialed teachers representing course content in online dual enrollment classes. Mechel Camp stated that this matter was "under review."

For the next Council meeting, the Council asked Camp to determine from the administration its view of whether this practice was or was not authorized under current SACS guidelines.

3. Response to Faculty Questions on Night Office Staffing

Mechel Camp informed the Council that the VPAA had agreed to reply formally to faculty questions and concerns about new policies requiring 12-month faculty to staff JSCC's night office.

4. Response to Faculty Requests for Financial and Budget Information

Jane Lowery, Council Budget Liaison, explained her efforts to obtain details regarding JSCC's budget and financial position and summarized a brief reply from Horace Chase to her questions (see attachment 1). The Council heard concerns that the brief reply did not adequately address concerns about JSCC's short-term and long-term financial circumstances given recent representations of grave financial prospects for the state and for the institution. It was noted that no plan had been provided to JSCC employees for how the institution would manage long-term financial difficulties. It was noted that employees (1) needed a "running financial account" of where the institution recently has been financially, where it currently is, and whether conditions are better, or worse, (2) needed an identification of the specific contingencies that Chase's response noted, and (3) needed a plan for addressing these contingencies. In short, the reply from Financial Affairs was not considered to be adequately detailed.

Jane Lowery stated that she would seek the JSCC Three-Year Financial Plan from Horace Chase and would follow up on faculty questions about JSCC finances. It was explained that a revised annual budget was located on J-Web, but that this did not address the faculty and other employee concerns about the institution's short and long-range financial circumstances.

5. Bookstore Operations

Donna Johnsey summarized her investigation of concerns with textbook stocking practices by the JSCC bookstore. Johnsey noted that many variables impacted the way the bookstore ordered and stocked textbooks for classes, and suggested that bookstore management often did not have adequate information, and "had little clear sense of how to do what [they] don't know to do." It was noted that "when faculty send the bookstore an order for class textbooks, the bookstore then knows what faculty want it to do," but Johnsey emphasized her investigation showed that "lots of [bookstore] ifs, ands, and buts" amount to the fact that "the bookstore will not order exactly what instructors ask for even if instructors insist." Concerns were noted that the bookstore operations were inflexible, that orders were required far in advance and couldn't be adjusted. It was stated that students often did not receive full refunds when classes were cancelled. According to some, the Vice President for Financial Affairs has often indicated awareness of these concerns and has stated he was monitoring them, but circumstances have not improved. The Tennessee Student Bill of Rights was noted as relevant to some concerns about textbook purchase and return issues.

Mechel Camp agreed to investigate and create a master "place" on the JSCC homepage for listing all textbooks required for classes and the texts' ISBN numbers.

6. Advising Update

Carol Norman explained that new approaches to the student orientation course would focus on getting students educated for the registration process. There were efforts to find a new name for the required orientation course. Norman summarized planning that would enable students in these orientation classes to accomplish testing, advising, and registration on designated days in advising groups. Faculty would have their regular office advising obligations as always has been the case, but would be asked to staff the advising center during open advising periods when orientation class registration groups would be processed. Norman stated that there would be gaps in faculty availability for this work, particularly after Christmas and New Years.

7. Faculty Handbook Update

Mechel Camp indicated that she would email the Council information about the status of *JSCC Faculty Handbook* changes.

8. Faculty Council Bylaws / Constitution

Nell Senter discussed a handout detailing a proposal for one representative for every seven faculty. This would give the Arts and Sciences Division (forty-eight faculty) six representatives, Allied Health, Industrial Technology, CIS, and Business areas (twenty-six faculty) three representatives, and Nursing (twenty-six faculty) three representatives. Five at-large representatives (two from Arts and Sciences, one from Professional Technical, one from Nursing, and one from the general faculty) would make seventeen representatives, total. The handout expressed a desire to “equitably reflect the numbers of faculty in disciplines and sub-divisions.” It was agreed to table this matter of the specific numbers from areas or former departments.

Additionally, a concern about whether Assistant Deans would be eligible for service on the Council was discussed. The Council agreed there was no need specifically to restrict them from service. If these Deans wished to run for Council representative, they could, and faculty, as they wished, would or would not elect them to serve.

9. Adjunct Faculty Representation

Acknowledgement of the increasing use of contingent faculty at JSCC led to a discussion of how best to engage these faculty who now teach approximately 40% of JSCC’s courses. A concern was expressed that, for these faculty, no formal opportunities exist for engagement or for communication with the school’s representative faculty body. Discussion about involving this large group of unrepresented colleagues ranged from concerns that we should learn their needs and address them to concerns that we should guard from them information about the school’s problems, difficulties, or “dirty laundry.” No conclusions were reached, and it was agreed that Mark Walls would send the Council an unsuccessful April, 2007 motion for including adjunct representatives on the Council. Discussion of this matter was then deferred.

10. New Standing Committee Re-assignments

Amy Wake moved off the Faculty Development Committee as its Council representative and Nell Senter moved onto it.

11. Faculty Retirement Recognition

Mechel Camp noted that in the Executive Committee meeting, Frank Dodson had stated that the Council should indicate what sort of recognition it desired for retiring faculty. Camp said that she would send out a request to faculty for perspectives about this.

13. Faculty Development Committee Report

Mark Walls summarized the October 2nd meeting of the Faculty Development Committee (see attachment 2).

14. Strategic Planning Committee Report

Nell Senter summarized progress of the Strategic Planning Committee, noting that the Committee has seen as its first step a review of the JSCC Mission Statement. She explained that she had emphasized to the committee the 2008 Lea Report's recommendation that a "grassroots-level," broad campus process be enabled for identifying institutional values, goals, and missions. She stated that the Strategic Planning Committee members agreed, then, to solicit, individually, perspectives from their areas on what the mission or goals of the institution should be. She encouraged the Council to respond to such requests for information from the Strategic Planning Committee and stressed the need for consistent Council Representation and strong faculty voices on this committee. Mechel Camp indicated that she would begin to attend these meetings.

A concern was expressed, however, that the Strategic Planning Committee's efforts to clarify JSCC's mission ought not replace the Lea Report's mandate for a horizontal, broad process of campus inquiry into JSCC's mission. It was emphasized that it would not be accurate to say JSCC was implementing Recommendation #1 of the Lea Report only through the Strategic Planning Committee's regular functions; simple solicitations for input on the school mission from this committee's members do not address the spirit or content of the Lea Report's expectations. A comprehensive examination of institutional values and goals by the entire campus community is necessary and is called for by The Lea Report, the Council recognized.

One view expressed in this discussion was that the existing JSCC Mission Statement had been written specifically to match TBR's 2002 "Defining Our Future" initiative. Others noted that this current mission statement did not completely reflect what JSCC does or what some stakeholders believe it should do. Another concern was raised that a result of narrowly-developed definitions of institutional purpose could be seen in JSCC advertisements that excluded the college's university-parallel degree programs while promoting a "vocational" orientation for the college. Others remarked, with some irony, on

recent college advertisements of an 18-to-1 student / faculty ratio and noted that one administrative preoccupation in recent years has been to increase this ratio significantly to match TBR benchmarks for more “efficient” community college student / faculty ratios.

Mark Walls distributed a copy of the Lea Report’s “Recommendation #1—Follow a Process to Agree on Institutional Identity,” to highlight the Lea Report’s expectations for broad campus engagement in establishing the institution’s values and related missions (see attachment 3).

15. End-of-Year Project

Mechel Camp raised as a goal for the Council some sort of positive, commemorative end-of-year project such as planting trees or dedicating a marker.

16. Faculty Evaluation Plan

The Faculty Council Executive Committee reported on their questions to the VPAA about unilateral editing of the Faculty Evaluation Plan. Objections expressed by faculty to the Council have focused on the removal of the so-called “quantitative option” developed by the Faculty Evaluation Committee, approved by the Faculty Council, and authorized by JSCC’s administration in April, 2007. The Executive Committee reported that the VPAA eliminated this portion of the approved Faculty Evaluation Plan because he felt new Assistant Deans would find this element of the faculty evaluation tool hard to deal with. He also stated his intention to change the Faculty Evaluation Plan in the near future. He said that the deans had been investigating alternatives that, additionally, might offset SIR Report costs.

The Council expressed great concern that the administration eliminated elements of the Faculty Evaluation Plan without obtaining appropriate faculty input and agreement. Because the Council meeting time was ending, it was agreed that a statement of objection and a motion to rescind the VPAA’s editing of the evaluation plan would be emailed to the Council for ongoing consideration.

The meeting adjourned at 5:00 p.m. Next meeting: November 11th at 3:00 in the Foundation Board Room.

Mark Walls, Secretary

Mechel Camp, Chair

Attachment 1

Budget Concerns

1) **How have recent retirements affected our budgetary planning and financial status?**

After completion of the voluntary buyout and hiring backfill, including adjunct, the net effect of recurring savings was \$800,000.

2) **How will the 6% reduction in funding and the 20% increase in enrollment, together, impact budgetary conditions?**

The 6% reduction in funding and the 20% increase in FTE must be reviewed separately as they do not occur in the same fiscal year.

The 6% projected reduction in appropriations (funding) is targeted for fiscal year 10/11. If the reduction occurs we could be looking at a \$700,000 reduction in recurring funds.

The 20% increase in FTE and slight increase in the tuition rate generated an additional 1.8 million in revenue for 09/10.

3) **What is the plan for managing the 6% reduction forecast yesterday?**

If the projected decrease of 6% occurs it would reduce our funding by \$700,000. However if we maintain the 20% increase in enrollment for 09/10 we could offset that reduction.

4) **How will that plan impact faculty?**

At this stage the impact is unknown. We have too many contingencies including next years' enrollment and determining how we will fulfill the needs of our October budget.

Attachment 2

Report from Faculty Development Committee

In the 10-07-09 Faculty Development Committee meeting, the October 2nd meeting with the VPAA was summarized.

1. \$30,319.64 has been credited to this committee's account to disburse to faculty seeking travel funds.
 - \$5,000.00 of this amount (16.5%) has been designated by the VPAA to pay for Assistant Deans' travel to AACCC;
 - The money won't carry over from year-to-year;
2. The VPAA advised the FDC that it could establish some parameters for disbursing money, and that will be done in subsequent meetings. However, the VPAA said that he did not think any uniform policy was needed or advisable for fund distribution. He maintained that faculty travel requests should be handled on a "case-by-case basis."
3. In the FDC meeting, questions arose regarding other lines of travel funding (i.e., what specific funding do the divisions still retain? What percentage of the money formerly budgeted with old departments is still available or has been rolled into the \$30,000 "pot," for example? The VPAA on 10-02-09 did note that faculty could look to divisions and "departments" for extra money that the FDC might not award or be able to award. The FDC felt it would be appropriate to learn what the total departmental and divisional appropriations have been in the recent past compared to the total currently available. (In the Executive Committee meeting on 10-13-09 the VPAA indicated that these other previous lines of travel money remained available to divisions and areas, and he stated that the amount now available for travel, generally, remains about what it had been).
4. The FDC will develop an up-to-date funding request form to be placed on *JWEB*.
5. The FDC approved one faculty travel funding request for \$1,800.00.

Attachment 3

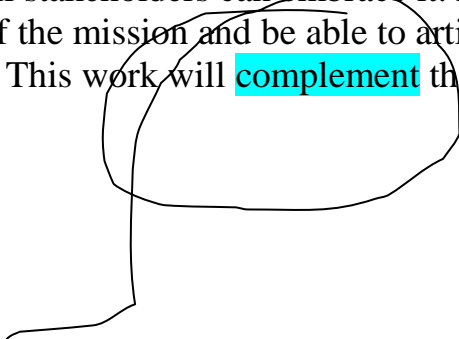
from “Recommendations for Strengthening Campus Relationships”

A Report by Dr. Charles Lea and JSCC’s Ad Hoc Consulting Committee

Recommendation #1—Follow a Process to Agree on Institutional Identity:

It is recommended that the college engage in a process to clarify the identity of the institution. Although community colleges under the Board of Regents system update their mission statement every five years, it is felt with the rapid changes in programs and services of the college an identity crisis exists. A clear mission and vision statement should be carefully crafted with the broad participation of the entire college community. It should reflect Jackson State's heritage but also the challenges of new programmatic initiatives such as Dual Enrollment, Distance Education, the Writing Center, the new Math project and the creation of new Higher Education Centers in outlying counties of the service area. All employees should participate in this process and form consensus upon new or changed roles the college may consider. Students or their representatives should also participate in the process. Often changing roles are thrust upon the institution by external forces such as the community and the governing board. College roles that are widely agreed upon internally can be accurately portrayed externally.

To achieve this process of agreement, it is recommended that either a consultant be hired or an equally qualified employee be engaged with expertise facilitating organizational development of missions, values, and goals. This process should begin in the fall 2008 term. All other recommendations as well as the achievement of excellence hinge upon the college’s community broadly developing the schools’ vision so all stakeholders can embrace it. Every employee of the institution should be aware of the mission and be able to articulate it to the outside community accurately. This work will complement the next strategic plan.



It is not in the spirit or the message of **Recommendation #1** that developing “missions, values, and goals” should consist only of the work done by the Strategic Planning Committee to produce the Strategic Plan. Rather, the aim of Recommendation #1 is that values and identity development should occur independently of strategic plan work. This identity development should “complement” the strategic plan.