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Gulf Coast Faculty Council Minutes - February 21, 2014

USM Gulf Coast Faculty Council

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THE UNIVERSITY OF
SOUTHERN MISSISSIPPI.
GULF COAST

USM Gulf Coast Faculty Council
Meeting Minutes
Friday, February 21, 2014
Hardy Hall 214, 1:00 p.m.

Members in Attendance: Lin Agler, Allisa Beck, Peter Dean, Danielle Fastring, David Holt, Marie Leonard, Heidi Lyn, Casey Maugh, Karen Rich, Eric Saillent, James Pat Smith, Jennifer Walker, Kenneth Zantow

Proxies: Patsy Anderson (proxy: Karen Rich), Marlene Naquin (proxy: Jennifer Walker), Don Redalje (proxy: Danielle Greenhow)

Ex-Officio: Desmond Fletcher (not in attendance)

Guest: Dr. Denis Wiesenburg; Allison Gillespe

- I. 1:00 p.m. Call to Order and Roster Sign-in
 - Meeting called to order by Pat Smith at 1:03 p.m.
- II. Approval of Agenda
 - Motion to suspend agenda until after Dr. Wiesenburg speaks with the group.
- III. Guest Speaker: Dr. Wiesenburg
 - Introduced Allison Gillespe, Assistant to the Provost for Academic Affairs
 - See attached questions submitted to the Provost prior to the meeting. These questions were addressed by the Provost as outlined below:
 - Overarching issue is that there is a new way we will manage the University. Want to be organized for higher levels of success – want more efficient structure and quality of programs. Changes affect everything from parking management to research.
What are the changes? Student level – not much has changed. Educator level – nothing has really changed. Benefit of new structure is that there will now be six Associate Deans – new ADs full-time for Ed/Psych and the CoH. There will still be an academic coordinating person on Coast. Until March 17 the person will be Tom Lansford and then there will be an Associate Provost. Dr. Lansford reported to Dr. Lucas, but this will change. The new Associate Provost will have different responsibilities than Tom did. Changes are mainly at upper operational levels rather than at the management of student level. Changes will not have a major impact on day-to-day operations of the GC campus. Dr. Lucas's activities will be different. Dr. Lansford will return to faculty. Finances – Deans will have Direct control for their College at all sites. In many ways, we seem to be moving toward the way things were before Dr. Saunders made changes. VP of research will report to Dr. Bennett.

1. Is this new organizational plan set in cement, or is there a possibility that feedback could change it in any significant way before it is presented to the Board?

Does not need to go to Board for approval. Provost's title and Dr. Lucas's title were both approved yesterday by IHL Board. Don't really want to tweak now.

Is there any plan for systematic on-going review of how this works out? Yes, there will be

opportunities to assess and tweak later. Dr. Wiesenburg does not agree with split of VP of Research not being under the Provost, but he will work with it.

Will Dr. Lucas continue to attend cabinet meetings? Yes; all VPs will attend cabinet meetings.

- 2. How does this re-centralization work to grow the Coast? Advocacy of various examples of branch campus autonomy focused on the impact it could have in growing the Coast. We have never heard a growth argument connected to more centralization. How exactly does re-centralization expect to promote growth in the Coast market 75+ miles away from central administrators? Can you supply a growth-centered rationale?**

He does not see the changes as recentralization – he sees it as a reporting structure to empower Deans to have responsibility and authority. Provost is accountable for the system working. He will hold Deans accountable and they will hold Chairs accountable. Chairs should assign teaching. Dr. Bennett has made it clear to Dr. Wiesenburg that he will be held accountable and Dr. Wiesenburg made it clear to Deans that they are accountable. This should help with Coast concern about being neglected.

Will be more Associate Deans on Coast in regard to decision-making. Will have Associate Deans Council that will meet at regular intervals. Deans already have been on the Coast with the Provost. Deans have to step up what they have done with the Coast. Dr. Wiesenburg plans to meet with each College's faculty on the Coast. He realizes that faculty drive decisions and ADs, Deans, and Provost try to facilitate.

Who chooses ADs and Associate Provost?

Provost and Deans will choose ADs and Provost will choose Associate Provost. The Associate Provost will not be a decision maker but instead will facilitate communication. Will do a search. Wants faculty and ADs on Coast to be a part of this. Likely to be a national search. Will start asap after March 17. Tom Lansford will continue with Academic Dean title through the Summer.

New Question not on question list – Library isn't covered well in flow charts. How will University Libraries fit into the new structure?

We have things we thought of and things we didn't think of until now. The libraries report to the Provost. Have search underway for new Library Dean. The basic library organization isn't planned to change much. AD reports to Dean and Dean reports to Provost. Will probably want to manage more as one unit since online resources make them more of a single entity.

- 3. Who specifically does the new organizational structure hold accountable for the success (growth or lack of growth) of the Coast operation? In this centralized model, whose head would theoretically roll because of stagnant growth on the Coast if the Hattiesburg decline is halted or reversed? All 6 Deans? All 26 Chairs? The Provost? Is there a time frame for judging success or lack of success? Two years? Four years? Ten years? See answers above.**
- 4. How is a highly centralized system going to help decision making on the ground everyday on the Coast Campus? See answers above.**
- 5. Where is there any voice for the Coast in the new structure? Will a Coast VP continue to sit on the Cabinet? Who will advocate for the Coast? See answers above.**

6. How will recruitment for this Campus work? Will we still approach our community with “one hand tied behind our backs” in competition with the junior college, William Carey, and Tulane for place-bound students? Will we even have a recruitment operation for the Coast? What role will faculty play?

Christie Motter is over recruitment in all locations, and she reports to the Provost. We can link people who recruit students and who teach students. Comment – Christie hasn’t been satisfactory for Coast recruitment. Historically we have had battles about who can best recruit for the Coast and which campus is prioritized. Another comment – What are recruitment goals for HB and Coast? We need more students. State resources are diminishing. Provost - We are about to make a big investment in recruiting. We have a marketing plan in HB and will include an integrated marketing plan from the Coast. Can’t continue to raise tuition and continue to recruit students. We need to grow the number of students. Wherever they grow is okay. Comment - In the past, HB has viewed GC as competition. Provost - Now Christie Motter will be evaluated on how well growth on Coast is happening. We will look at data better to formulate a strategy. Having enrollment management under one umbrella should change the perspective for recruiting. Have focused too much on first time freshmen. Provost wants to increase recruitment from community colleges. Comment – When court order in 2002 approving admission of freshmen on Coast, the recruiter we had then, because of it taking until March of 2002 to roll out plans, had a late start in recruiting. By August there weren’t good pickings. HB has historically used those results to prevent the Coast from going to high schools to recruit. They’ve said “we tried it and it didn’t work.” They have been using bad data. Provost - We need better student credit hours – doesn’t matter where they occur. Christie Motter will have to step up and make the new system work.

Comment – Chairs and Deans haven’t visited the Coast regularly in the past. Dr. Wiesenburg said Deans will be down here a lot more with the Provost. He will be meeting with ADs and faculty. Also told story as example that “being here” doesn’t always guarantee that needs are met. He does believe that being on the campus helps the Deans get a better feel for what is happening. The new structure is to assure that there are permanent administrators on the Coast.

Comment – Concern about centralization of budget. Sent request to Dean and Tom Lansford. Dean didn’t respond promptly, but Tom did.

7. What is the path we will be able to trace to be assured that tuition dollars raised on the Coast actually make it back to the Coast to provide value to students studying here? At what level will decisions about Coast academic budgets be made? Departments? Deans? Provost? With no apparent voices from the Coast directly involved, what protections will be in place to assure that funds raised from Coast students are actually spent on the Coast?

Will be one budget for the University; one pool of money – won’t matter where tuition dollars come from or where they go. Will be allocated by CFO. Deans will have one budget and where it comes from won’t matter and they will allocate where money is needed.

Comment – Athletic budget will be one budget – on Coast we see little benefit from this. Another example is HB fitness center – has to be maintained, etc. – how do Coast students benefit? Health clinic on HB Campus – how will Coast students benefit? Concern about money being all in one pot.

Provost summed up the above by saying “what you are saying is that the allocation of the budget isn’t fair.” He agreed that there are unfair things historically based on budgeting for athletics. Students are charged

for athletics but can't or don't attend athletic events. He hopes some of these types of things will change with Doug Vinzant. Provost can assure us that we will receive needed resources.

Comment – This relates to difficulty for GCFC knowing who to appeal to for things. When we have administrators on the Coast, we know who to appeal to. Will the Associate Provost be someone to talk with? Provost - The Associate Provost will be a problem-solver for the Provost on the Coast and ADs will be problem-solvers for academic issues.

Comment – Historically have had a pool of money that is marked for GC for facility type things and another pool for GC academic budget. GC academic budget has been an issue for Deans. Now we are understanding that the pool will be folded into HB and no one can track how our success has led to greater resources.

Provost – In the short term and maybe long term the Coast Colleges will have a separate budget, but it will be in the hands of the Deans. Unless the CFO decides to do it, there will not be an identified Coast budget.

Comment – Tom Lansford controlled other parts of budgets such as travel for teaching. Tom also funded adjuncts when Departments or Colleges wouldn't or couldn't pay for these things.

Comment – There are many little things that Tom's budget helps with and Deans haven't done it.

Provost – Deans now must be responsible for things if no one else is responsible. They haven't had to be responsible before.

Comment – Have had viable GC programs and positions pulled to HB. How can we be sure that these things don't happen?

Comment – Dr. Saunders made some of her decisions because things were not working for us on the Coast.

Provost – Doesn't envision positions moving one way or the other. He said he is the only person who can move positions. Offer letters now specify where a job is located. Faculty members have to agree to a move if they move. Deans cannot move a person without the person's agreement. The faculty is given an offer letter. He thinks more lines would move here than move out of here. Provost must sign to approve line moves, too. We also are adding another bit of information in offer letters saying that you may be asked to teach in a location other than your base location. He is building up the IVN technology.

Comment – IVN rooms in HB are not big enough to fit more than 24 students.

Comments - Provost and members – we need training for IVN and to continue upgrading.

8. What will be the specific function and authority of the new "Associate Provost" Gulf Coast? How will this person be chosen? Will Coast faculty play a strong role in any search?

New Associate Provost will be a coordinator/facilitator and the Provost's eyes and ears. Won't be a decision-making position. ADs and Deans will make decisions. Provost will hire the person but will be pleased to have Coast faculty on search committee.

9. What do you see as the function of Coast Associate Deans? How should they be chosen?

No difference in function. Report to Dean with dotted line to Associate Provost. Will be chosen by Dean and Associate Provost. Will add two more positions.

Comment – will there be national searches? Provost said will be happy to do national searches. If hire internally, we could save money for faculty hires. There will be a national search for the Graduate Dean.

Comment – Will ADs be seen as unit leaders? What should their availability be?

Provost - Need to teach as well as have regular 8 – 5 office hours.

Comment – Each AD has different duties. Roles need to be clarified.

Provost – We need a job description for ADs and to make sure that it is uniform unless there is some reason that a difference needs to be included. ADs earn annual leave so they need to be on campus during working hours. ADs have 12 month positions.

10. Is there any new “leverage” or power allotted to Associate Deans in their dealings with Chairs located in Hattiesburg in matters such as schedule coordination, student recruitment, annual evaluations, tenure and promotion, and new faculty hires?

Comment – In the past, people are sent from HB to do things rather than having the Coast AD do things.

Provost – ADs will handle many of the things that Chairs do in HB.

Comment – People in HB go directly to Chairs rather than to an AD. So, who do we go to for things? Our AD or our Chair? One of our problems has been a double reporting structure, which has not been solved with the new structure.

Provost – The new structure is intended to eliminate confusion. We need to fix problems where people say “I don’t know who does what.”

Comment – Do faculty need to do what a Chair says or what AD says? Often chairs don’t understand our ideas for contributions. Unsure if HB Chairs see the value of what Coast faculty do.

Comment – How will the new structure impact tenure and promotion? Historically GC faculty do things that HB Chairs and Deans don’t value. For example, serving on GCFC. Other examples of programs that aren’t valued - health promotion WOW program. Another example was during Katrina, HB people didn’t see what people here were doing. Another example, AD in one College writes letters during evaluation processes, but Chairs don’t take AD letters seriously.

Provost – Problem is that GCFC isn’t a University recognized organization, but Dr. Bennett could change this. He suggested that the council commit itself to the new plan to help the council be more valued.

Comment – We are committed to the new plan, and we see our role as being a go-between to bring issues forward. Faculty Senate members are on the GCFC so they can bring issues forward.

11. How will the funds now at the disposal of the GC Academic Dean's office be distributed? Who will we call for budget support for travel to conferences, adjuncts, salary adjustments, local library support, conference travel reimbursement etc. when the pool from the GC Dean's budget no longer exists

12. Who will decide when new instructor or tenure-track hires are made in academic units? Adjuncts?

Faculty make hiring decisions so this will be done in academic units. Chair makes case to Dean who makes case to Provost. Will be tightly linked to student credit hours. There will be only three new positions in entire University next year – Associate Provost and two Associate Deans on Coast. Will re-allocate positions when a program shrinks.

Comment – Will growth here produce faculty hires in HB or will growth here produce new hires here?

Provost – Will produce hires here.

13. What is your vision of how coordination of Coast scheduling across college and departmental lines will work going forward? Would you agree that the silo approach typical in Hattiesburg would be inadvisable? If local coordination seems advisable, where/how will that coordination take place? Who will be responsible? What authority will they have?

Will be like it has been in the past. Associate provost will help facilitate. This will be an iterative process.

14. Who will determine minimum class sizes for the Coast? Is campus flexibility still to be a working assumption in your view, or should one size fit all?

Comment - Has been Tom Lansford. In the past we have gone forward with classes under minimum because of graduating students.

Provost - Agree that decisions must be about more than class size. Dr. Bennett is committed to facilitating students' needs. Provost agrees that one size doesn't fit all. Might need smaller classes and offer both day and night classes.

15. Is there any place in this structure for a voice or committee from the Coast playing an advisory role in faculty annual review, third-year review, tenure and promotion?

Not a place for a committee now. Having AD write letter is appropriate.

16. Will the Council of Deans meet regularly on the Coast?

Provost thinks they will meet more than once per year on Coast.

17. In your view what is the role of the Gulf Coast Faculty Council to be in the new arrangements? Will the Coast Council President meet regularly with Deans Council? Note: Since early in the days of Vice President Jim Williams, the President of the Coast Faculty Council has met with the Campus management as a part of the campus CEO's management team.

Best thing to do is to commit ourselves to implementation of the plan. Believes will be a good role for the council to make recommendations as implementation happens.

18. How does the re-organization affect Coast student organizations? They have become very vibrant in the past three of four years? Who will be responsible for continuing to shepherd and nurture them? Do you see student organizations as vital parts of retention and student leadership development?

Provost: Who shepherds student organizations now?

Comment - Was Christie Elias under Ann Billings.

Provost – Believes it probably will stay under Student Affairs and Dr. Lucas may want to work with student organizations more.

Provost – Glad we discussed differences among ADs – we need to look at this and assure that needs are met. He wants to create a structure and process and job expectations that become people independent when there is enough clarity. Implementation of new structure hasn't provided all of the details. He suggested that the GCFC write job description for Associate Deans and send to Allison. Comment – we haven't been asked for our input about AD job descriptions. Provost said that he will meet with Deans and tell them we need a core job description for ADs – then can include adaptations for specific Colleges. Said sometimes administrators don't want to bother faculty with asking for help with things because they are protective of faculty members' time.

ADs will be based on Coast and most likely teach on the Coast. In CoH, we are looking for a faculty member who meets faculty needs and have them also do the administrative role.

Comment – Need strong Associate Provost who is able to make things happen on the Coast. Function of both budget and schedule coordination is important. Also, ADs need to have authority. If authority isn't given, the new plan won't work. If there is no trust, then a different person in a job is needed.

Comment - Thanked Provost. Provost said we can make it work. Need strong ADs. He will speak to Deans about this.

Question – VP of Research reporting directly to President. GCRL reports directly to VP of Research. Often in University's, Research reports to Provost who reports to President so that Research feeds into academic programs. These were separated in our model going forward. Provost expressed concern about this. May be that enrollment management reporting to Provost creates a big reporting structure to the Provost so President didn't want to add Research.

Question – Timeline for CoH AD? Provost – unsure – will do a national search. Will put it in the July 1 budget and hopefully begin a search before then.

Comment – Will work better if administrators communicate with us about what is happening.

Provost – They may be waiting until after March 17 for official implementation. Thought more had to be approved by Board but realized only Provost's and Dr. Lucas's job title changes needed to be approved, which has been done. **The Provost left the meeting.**

IV. Approval of Minutes from the December Meeting
Deferred approval

V. Officers Reports

President - None

Vice-President, President-Elect (Casey Maugh) is on Strategic Planning Committee. Casey sent information and documents to GCFC via email [documents filed with minutes]. GCFC has seat on the University's Strategic Planning Committee. Will unfold in six parts until next spring. Will rewrite mission, vision, and values of University before President's inauguration, which is in May.

Secretary - None

Secretary-Elect - None

VI. Committee Reports

A. Elections Committee – David is chair. Will work on this. Clarified matters to conduct GCFC election. He is close to having information ready. List has been verified.

B. Student Life Committee - None

C. Library Committee - None

D. Faculty Social and Welfare Committee – Traditionally no spring activity; would be nice for the GCFC to do something for Tom Lansford. Will work on this.

E. Faculty Senate – Asked President to speak to GCFC about reorganization.

VII. Old or Unfinished Business - None

VIII. New Business

A. Creation of a Nominating Committee for Secretary Elect and Vice President – need to be thinking about filling these offices for next year. Casey volunteered to be on the committee.

B. Want a resolution to make this an official body within the University. Agreed. Ken and Casey will work on the resolution for vote. Motion carried.

C. Pat suggested that a resolution of commendation be written for Dr. Lucas for her service since 2010. There was positive consent from council members. Pat will begin working on this.

D. Since the Provost invited us to contribute to AD job descriptions, we will also generate recommendations for the Associate Provost position. Ken will coordinate.

IX. Next Meeting 1:30 p.m. March 28 – Guest Speaker at 2:00 – want to move to Feb 21 – Heidi moved that meeting date be changed and Casey seconded – approved. Trying to get Dr. Vinzant as the speaker.

The Faculty Senate will meet on the Coast on March 7 at 2:00 pm.

X. Adjourned at 3:58 p.m.