Meeting Minutes Tuesday, December 2, 2014, from 4-6 p.m. Court End Ballroom, Larrick Center, MCV

Attendance:
Present Alcaine(EDU alt for Rhodes), Alford(ARTS), Alvarez(HAS), Andrews(BUS), Artello(WS), Bachmann(SOM), Baranoff(BUS), Bedell(StAff), Brown(NUR), Carroll(SOM), Cates(UC), Chen(EDU), Coble(DEN), Davis(VCU-L), DeAngelis(ARTS), Dragoescu(SOM alt for LaRose), Easley(ARTS), Fauri(SWK), Freyer(ARTS), Ghaphery(VCU-L), Harrison(HAS), Honnold(HAS), Huang(PHA alt for Morgan), Hylton-Gravatt(PHA), Jallo(NUR), Jones(SOM), Kaziewicz(UC), Lee(BUS), Lister(SOM), McVoy(SOM), Nicholson(HAS), Octave(DEN), O’Connell(SOM), Ottens(SOM), Patton(ARTS), Pellegrini(DEN), Pri(SOM), Robnault(EDU), Rodriguez(HAS), Sabik(SOM), Saladin(HAS), Secret(SWK), Seinfeld(SOM), Street(HAS), Totah(HAS), Vijayakumar(BUS alt for Smith), Wen(EGR), White(VCU-L), Xu(EDU), Xuejun(EGR), Yang(EGR alt for Wayne), Zhang(EGR)
Absent Brookman(SOM), Chestnut(HAS), Colello(SOM), Conlon(SWK), Crislip(HAS), Dodson(SOM), Falyan(AHP), Gannaway(SOM), Goerzig(WS), Hobgood(SOM), Israel(ARTS), Marinello(SOM), Parsons(SOM), Rapchick(StAff), Ratliff(SOM), Rector(HAS), Shriar(WS), Sims(HAS), Smith(UC), Wagner(AHP), Weaver(SOM), Wickham(SOM)

Procedural Items: Meeting was called to order at 4:08pm by President June Nicholson. The agenda was reviewed and the minutes of the November 4, 2014 meeting were reviewed and approved.

Information update 2015 Bike Race: Police Chief John Venuti shared that the Police Department is in charge of the planning for the 2015 race and that they are doing their best to provide information about the activities and impact of the race on the VCU community. VCU was not part of the decision to bring the race to the city; we recognize the inconvenience but also recognize the opportunity inherent in such an international event, in terms of research and community service. Adam Crowe, Director of Emergency Management, VCU Police Department, reported that with 12 different races over 9 days, we are expecting 450,000 local, national and international spectators, 1,500 athletes and millions of media viewers. The race course changes from day to day but will pass through VCU and will impact 80% of the buildings on MPC and MCV. The biggest impact of the race will be Sept 24-27. Richmond 2015 http://richmond2015.com/ is the local planning and hosting group; they are hoping to create a cultural as well as an athletic impact from the race. Dr. Cathy Howard, Vice Provost, Division of Community Engagement, will be in charge of VCU volunteers and student participation. Several questions that remain to be answered are: how will the parking decks be used; is there money budgeted for safety; what will be the road closures and when will we know them; what are the university’s plans for closure. VCU will have a website detailing the procedures involved with the race.

Senate Task Force Re-focusing Quest: H. Alford and M. Secret reviewed the work of the Task Force. Faculty Senate priorities that will be forwarded are: faculty diversity, faculty compensation, and shared governance. The report can be found at the end of the minutes; an electronic copy of the full report will be forward to senate members for additional review and comment.

Black Education Association Resolution: H. Alford introduced a resolution asking the “President of the University to require the Vice President for Health Sciences and the Provost and Vice President for Academic affairs to establish the issue of Black faculty decline as a major priority immediately, and to develop strategies and take actions to recruit and retain Black faculty by August of 2015”. We have no
data about the reason that Black faculty are leaving but suspect that it is not due to retirement alone. We also need more information about the status of Hispanic faculty. The resolution will be presented for vote at the January meeting.

**VCU Faculty/Senate BOV Report:** Immediate past president, D. Fauri clarified the position of the Faculty Senate Representative to the Board of Visitors and provided a summary of the progress to date regarding the theme of the need for faculty salary adjustments. Detailed information about this summary report can be found at the end of these minutes.

**Faculty Senate of Virginia/Higher Education Advocacy Day:** B. Andrews and P. Cummins urged Faculty Senators to attend Higher Education Advocacy Day, noting that faculty new to this event will be partnered with more experienced faculty in meeting with legislators. Parking may prove to be problematic as N Deck will not be available; these parking issues need to be addressed for the event.

**Faculty Senate of Virginia November Meeting:** C. Rodriquez reported on the Faculty Senate of Virginia (FSV) meeting noting that the FSV is undergoing changes with the turnover of officers. Issues of importance shared by all the state universities include faculty salaries, faculty evaluation, budget issues, security issues, enrollment decline, and assessment of sexual assault on campus. Legislative focus again will be on tuition waivers for faculty and dependents. The possibility of a study on pay equity for part-time faculty members was discussed.

**January and February Senate Meetings-Update:** Delayed given time constraints

**Senate Nominations Process 2014-15:** J. Nicholson reported that the nomination process for Faculty Senate officers will be more open this year and more consistent with our by-laws than in the past. Faculty Senate members will be invited to make nominations to the Nominating Committee at the January meeting. Nicholson will provide more information on this process in a follow-up e-mail.

**Interim Provost John Wiencek-Update:** J. Wiencek thanked the Faculty Senate on their work on Focus Quest, noted his support of the Black Education Association resolution, and invited questions from the floor.

- Salary issues -- Initial budget decisions were made based on the expectation that the state money would fund salary increases and student tuition would fund known expenses. The subsequent state money deficits left us without the ability to fund salary increases as intended. The President’s cabinet views salary increases as a high, if not the highest, priority.
- Compensation Study -- Preliminary date from the Compensation study show that our faculty are within 20 to 30 percent range of salary of comparable universities; however, we do not know the highest and lowest ends of this range. These ‘outliners’ will tell us more about salary issues than some of the other aggregated data. We will try to access the published salary data bases so that Faculty Senate can do some of our own analysis.
- Future of the university – we seem to be at a ‘fork in the road’ between wanting to be a research-focused university or a teaching-focused university. The goal is that we could do both by connecting scholarly mission to student achievement.
- Budget Cuts-- We need to return $5.53 million to the state. Although our new tuition model provided additional revenue, this revenue cannot be used to offset the budget deficit. Each unit received a budget cut from .5% to 1.75%. Guiding principles used to decide the how the cuts would be managed and distributed among the university units were developed by the University Budge Advisory Council (UBAC). The following were stipulated:
  - Non-academic units would absorb higher cuts
  - Student financial aid and library resources would be held harmless
- Excellence funds would be held harmless
- Consideration be given to the centrality of the unit and the impact of the unit on the university Centrality
- Consideration be given to the fiscal capacity of the unit

The budget process and timeline require that individual units identify the areas for their budget cuts and make new allocation requests by Dec 15th; unit budgets be forwarded to the VPs by January 12; VPs forward recommendations to UBAC by the end of February; UBAC to forward recommendations to the cabinet by 2nd or 3rd week in March in time for the spring BOV meeting.

Senate Break-out Discussions Communication With Academic Units: This activity was delayed due to time constraints. We will do this at the January meeting.

Meeting Adjourned at 6:05 pm

Respectfully submitted 1/16/15,
Mary Secret, PhD,
Recording Secretary
Information on the Report of the Faculty Representative to the VCU Board of Visitors for the December 2014 Meeting

For clarification, the position of Representative to the Board of Visitors represents faculty of the University rather than the Faculty Senate itself. The position, in recent years, has been filled for a two year term by the Immediate Past President of the Faculty Senate. There is also an Alternate Faculty Representative position which is filled by the current President of the Faculty Senate for two years.

The upcoming report to the BOV continues the theme, first presented in Spring 2014, of the need for faculty salary adjustments given the very limited additions to faculty salary base (as opposed to bonuses) since 2008 as well as the need to diversify revenue sources and increase alternate means of financial awards for faculty.

For the information of Faculty Senators, a summary of progress to date on this is:

1. The BOV heard this message, and follow-up discussion between the Provost and key board members this fall have given emphasis to it.

2. A compensation study has been completed, but details are not released. In discussion this week with June Nicholson, Faculty Senate President, and myself President Rao indicated that the Compensation Study showed VCU as competitive over-all with peers in the “Carnegie category for “2nd top 25,” Very High Research, universities but that there is a big spread with a number of outlier areas where we are less competitive. More analysis is going on. President Rao indicated he felt we may have higher faculty workloads than some of these institutions.

3. President Rao has indicated that an salary equity study has been discussed in the President’s Cabinet and will be initiated this coming semester. It will include faculty and probably consultants. The Compensation Study would be a factor in its consideration.

4. The FY 2016 budget is at this time projected to include two types of salary adjustments – first, a performance related one time payment recognizing our recent history, and second, an increase to base salaries related to current year performance. Costs and funding are currently being developed. David Fauri is Faculty Senate representative to the University Budget Advisory Committee and will bring information and issues to the Faculty Senate Budget and Planning Committee in Spring Semester as they arise. An organizing meeting of Faculty Senate Budget and Planning Committee occurred in November.

In summary, there appears to be some good news, at this point, in relation to the possibility of faculty salary increases to base as well as participation in the budget formulation process. We will also keep in mind that President Rao will be making the annual Presidential visit to the Faculty Senate in February 2015.
### Preliminary Summary of Faculty Senate Focus Quest Report
Presented at Dec 2, 2014 Faculty Senate meeting

(Work Group Members - Joseph Cates, Scott Street, Matthew R. Smith, Chris Saladino, Valerie Robnolt, Pamela Parsons, Ema Dragoescu, Holly Alford, Stephanie Goldberg Mary Secret, June Nicholson)

**Summary of Theme 1**
- We need to focus on and count underrepresented population in both faculty and student metrics.
- Existing Goals A & D remain our highest priorities for Theme I; goals B and C are subsumed under these
- In response to Step 4 and Step 5, we recommended two new goals and suggested metrics
- Our recommendations are Supported by the Then and Now Inclusive Excellence report

#### Top Recommended Goals in order of priority

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<thead>
<tr>
<th></th>
<th>Metrics in addition to that detailed in the Quest Plan</th>
<th>Est. Costs</th>
<th>Other</th>
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</table>
| **A** Recruit and retain talented and diverse students who will graduate at a higher rate and will contribute to a highly skilled workforce | • 2nd year retention rate  
• Minority enrollment by ethnic/racial grouping  
• Workforce employment indicators (data from alumni survey) | Break down into two goal statements re 1) graduation rate and 2) workforce contribution |
| **NEW**: Increase scholarship and financial opportunities for students to be competitive with national research universities | • Number of scholarships,  
• Amount of financial aid,  
• number of assistantship ship..  
• increase in stipend amount | No background to provide information on this.. |
| **B**: Provide students a quality education through rigorous and innovative academic programs that support and prepare students for civic engagement and careers in a 21st century global environment | • | |
| **C**: Engage students, the alumni of tomorrow, in high impact academic and extra-curricular experiences that expand learning, promote civil discourse and engage students in self-reflection and creative expression | • | |
| **D**: Recruit and retain faculty, staff and senior leadership with the skills and talents to increase quality teaching and learning, high impact research | • Breakout faculty categories (term, faculty-line, tenured) and level (assistant, associate, full) by percentage for all measures  
• Assessment of GPI initiatives  
• promotion from assistant, associate, full of T/ TR faculty broken down by faculty categories  
• commitment to professional development and growth for T R faculty —(already a metric for employees; need focus on TR faculty) ..  
• turnover of tenured and tenure track faculty (from first year of employment)  
• Analysis of data from exit interviews conducted reported | "alumni giving” is metric under the current document; this metric needs to be explained or deleted |

FOCUS ON RECRUITMENT AND RETAINMENT highest priority
| **NEW** Increase faculty compensation to be fair and equitable and competitive with national research universities | Salary increase median by rank and discipline and time served | ??? |
Summary of Theme II

- We suggested that the metrics for Goal D be absorbed under Goal B
- Presentation of metrics as is, is problematic
- We agreed that Goals B & C were highest priority and that we needed more data to assess Goals A & D (see below)
- Our recommendations were supported by the Then and Now Report generated by the Office of Research and Innovation
- We are not recommending new goals for Theme II

<table>
<thead>
<tr>
<th>Top Recommended Goals</th>
<th>Metric in addition to that detailed in current Focus Plan</th>
<th>Est Costs</th>
<th>Other</th>
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<tbody>
<tr>
<td>A. Contribute to the discovery of new knowledge and the advancement of clinical applications by increasing and diversifying the university’s sponsored research</td>
<td>Metric on turnover of excellence hires</td>
<td>Somewhat of a priority</td>
<td>No data</td>
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<tr>
<td>B. Increase university-wide productivity in high-impact research, scholarship and creative expression</td>
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<td>highest</td>
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<td>C. Grow the next generation of researchers and scholars who will focus on the discovery of new knowledge and advancement of clinical applications</td>
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<td>highest</td>
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<td>D. Increase the commercialization of intellectual property and university-based technologies to advance innovation and economic development</td>
<td>No data</td>
<td>Priority for some, but not for others</td>
<td>No data</td>
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Summary of Theme III

- Theme III has been considered as the “MCV theme” because of the focus on health
- How humanities and social sciences fit into this theme warrants discussion under “big ideas”
- Because Quest Themes should reflect the entire university community, more and better collaboration between faculty in Humanities & Sciences/Arts/social sciences and MCV faculty needs to be valued, pursued, and acknowledged; new goal addressing this issue was developed (see below)
- We agreed that Goals A & B were the highest priority because they were necessary in order to achieve Goal C; the metrics of C should be placed under A & B (see below)
- Recommendations supported by Then and Now Report of Health Sciences

<p>| Top Recommended Goals | Metric in addition to that | Est | Oth |</p>
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<tr>
<th></th>
<th>detailed in current Quest Plan</th>
<th>Costs</th>
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<tr>
<td>A.</td>
<td>Increase the number and quality of initiatives that prepare students for careers that advance health care, improve health status and contribute to STEM related fields</td>
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<td>B.</td>
<td>Increase interdisciplinary/inter-professional scholarship and practice focused in areas of public health</td>
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<td>high est</td>
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<td>-c.</td>
<td>Achieve national recognition for significant advances in clinical and translational research focused on important issues across the health care spectrum</td>
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<td>Nee d A &amp; B for C..</td>
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<td>NEW</td>
<td>Increased collaboration and connections among liberal arts/social sciences and health sciences</td>
<td># of cross-disciplinary and cross-campus publications, projects, grants funded and proposed</td>
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<td></td>
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<td># of joint degree programs</td>
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<td></td>
<td># of cross-campus initiatives (includes both faculty and students)</td>
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<td># of cross campus representation on dissertation committees</td>
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<td></td>
<td>Recognize importance of global health and well-being</td>
<td># student organizations focused on global health</td>
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<td># of faculty with global health related grants</td>
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<td># international exchange programs and opportunities and initiatives/projects for faculty and students</td>
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Summary of Theme IV

- VCU has been the most successful in meeting the goals of this theme
- The area where we are the weakest concerns VCU engagement with state and local government

### THEME V: SHARED GOVERNANCE

The group discussed and offered suggestions for the preliminary report to Faculty Senate; Faculty compensation and shared governance are the two priorities for faculty senate; compensation is addressed in Theme I, but seemed that shared governance was a stand-alone Theme. We will recommend the addition of THEME V to the Quest document: BECOME A NATIONAL MODEL FOR SHARED GOVERNANCE

Preliminary suggestions for goals for THEME V:

1. benchmarks for all administrators, faculty and staff transparent
2. Greater emphasis on faculty in administration
3. Reduced Grievances

The big ideas identified during the work group activities were collected by Chris S. These ideas concerned:
1. Nature of student body and the mission of the university as one that democratizes education for all or as an elite institution that focuses on research achievements
2. Economic development and commercialization issue -- how much of a university focus should we have
3. The need for MCV and ‘other (Monroe Park)’ campus’ integration and cross-campus participation
4. Need to recognize and clarify the relationship between a) indicators of goals and needs for goal attainment when discussing recommendations
5. DATA -- major issue with lack of benchmark data
6. The quality vs quantity challenge; benchmarks are primarily output data that may or may not address quality issues.
7. What is the Status of QUEST is it on-going??
8. Shared governance.. what is the real role/power of the faculty