

Responses to questions submitted by Faculty for the Fall Faculty Meeting, 27 September 2007

A. *Recent Budget cuts*

- *The recent, closed process (e.g. confidential handling of PACE initiative, no information flowing to Senate Budget Committee) that produced \$600K in budget cuts indicates we are still a long way from the Chancellor's oft-cited goal of "budget transparency." What concrete steps can the Chancellor propose to improve this situation in the future?*
- *I would like to hear about how future budget cut decisions will be handled. We are very likely to be in serious state budget situations in the next two years. We should begin now the process of determining priorities together rather than wait and see if it happens...look at the major hits at UVA and VaTech as examples (11% and 7%).*

As a result of legislative actions during the 2006-07 fiscal year, the UNC System received an adjustment to its Continuation Budget of \$15,000,000 and an anticipated adjustment of \$7,000,000 for the next fiscal year. This adjustment language is as follows: "Reduces campus operating budgets based on future recommendations of the President's Advisory Committee on Efficiency and Effectiveness (PACE)." UNC General Administration spread the cuts across all of the campuses in proportion to each campus's base budget. UNCW's adjustment is \$617,236 this year and an anticipated \$290,253 for next year. The budget adjustments were received during the summer months with a short time line for informing General Administration of operating lines we would reduce.

The Provost and Vice Chancellors reviewed campus budgets and identified resources totaling over \$500,000 from the divisions which would have minimal impact on the core mission of the university, the classroom. With approximately \$160,000 left to identify, the divisions received instructions to reduce their operating budgets proportional to their proportion of the state budget. The reduction for Academic Affairs was \$54,479. This reduction was apportioned to each academic affairs unit proportional to their proportion of the UNCW budget. A portion of the library reduction was absorbed by Academic Affairs. The amount apportioned to the deans' budgets was just under \$20,000. Deans had full freedom to apply the reduction from their total resources. As good stewards of their resources and knowing the importance of maintaining core resources, the deans' operating budget reductions are unlikely to reach to the classroom.

There are opportunities for faculty to better understand the University Budget and the processes used to appropriate/reduce the various budgets. Participation in "Budgeting 101" offered periodically or on demand by Budget Director, Bob Russell and the University Planning and Quality Council (four faculty are members) allows faculty members who are especially interested in the distribution of university resources to be aware of and be able to react to the University-wide budgeting processes.

For future cuts which result in “major hits” at a level cited in the question, the entire campus will be mobilized. A budget reduction of 7% or 11% (as contrasted with our 0.6% adjustment) will require serious conversations with all divisions since reductions of this size cannot be accommodated by shifting charges or other simple means. Major reductions in our workforce would be required as has been done in the past. The Faculty Senate Steering Committee and the Senate Budget Committee, along with many other university advisory bodies, will be consulted in a timely manner. Hopefully, campuses will be afforded adequate time to consult the faculty Senate Steering Committee, the Faculty Senate Budget Committee, and other university constituencies with direct interest in such reductions

B. Recent Hiring Practices

- *The UNCW Faculty Governance Document (article I, sec.4.g.) places “responsibility and authority, both primary and shared,” for “establishing policies concerning promotion, appointment, reappointment, and tenure of faculty” in the hands of the faculty. Many UNCW faculty members think the processes of academic appointment for recent senior administrative hires did not conform to either the letter or spirit of art. I, sec. 4.g.*
- *Would the Chancellor agree with that assessment, i.e. non-conformity? Can she assure the faculty that in the future, academic appointments of administrators will conform to existing policies created by the faculty?*
- *Does the Chancellor have concerns that recent actions regarding faculty appointments of administrative hires will result in many future problems because they have undermined clarity and consistency in our RTP process?*

The recent hiring of faculty members in senior administrative positions conformed to the Faculty Governance Document policies. The positions were advertised nationally. Faculty members on campus were encouraged to apply (broadcast message to all faculty). The search committees had significant faculty representation. Each committee endorsed the candidate selected. The majority of the senior faculty, the department chair, and the dean supported the hiring decision in each case.

Concerning clarity of the RTP process, each department mentors new faculty members and it is the department chair’s responsibility to outline expectations for tenure and promotion.

C. Commitment to Shared Governance

- *Issues such as A and B above have caused many faculty members to ask whether the Chancellor has lost sight of UNCW’s long tradition of shared governance. Is the Chancellor willing to assure the faculty that she intends to lead the university in accordance with the provisions for shared governance and faculty governance contained in the controlling documents (UNCW Faculty Governance Document, Senate By-Laws, Faculty Handbook, and Minimum Standards of Shared Governance on 16 UNC Campuses)?*
- *Does the administration have any procedures for educating new administrative hires about the principles of shared governance?*

The importance of UNCW's long tradition of shared governance was addressed by Chancellor DePaolo in her remarks to the Faculty Meeting.

The official UNCW documents, the Faculty Senate Bylaws and the Faculty Handbook, have long been available on the web. Likewise, the document "Minimum Standards of Shared Governance" is on the Faculty Senate webpage. The Center for Faculty Leadership will insure that new academic hires, chairs, directors, and deans are aware of this information annually.

D. Devolution of work downward onto academic units

- *Why do we have significant growth in the number of upper administrators and yet less frontline support of core academics and academic support? HR is outsourcing more and more of their fundamental responsibilities to chairs and administrative assistants. The registrar no longer registers or adds students. Professors now record their own grades. ITSD just restructured in such a way as to double their need for upper administrators. Meanwhile we have rosters in two databases that disagree with one another (Seanet and Seaport) and it is difficult to get one-on-one consulting for Blackboard and other initiatives that university supposedly wants us to use. There has been little to no practical help with meeting assessment mandates and a variety of other initiatives thought up by the ever-growing number of visionaries across campus.*
- *Could we appoint academic departmental ombudsmen, charged with reviewing any proposal from any office to download work onto departmental personnel? We are approaching a breaking point. Someone has to determine whether or not there is unused capacity before more tasks are assigned to departmental personnel. Only department chairpersons should be permitted to assign jobs to departmental secretaries.*

Our coordinator of e-learning and Blackboard consultant, Melinda Johansson, recently left the university for a position in private enterprise. A search for a replacement is underway.

The search for a College of Arts and Science assessment coordinator this summer was unsuccessful. The search has been reinitiated. The Office of Academic Affairs has launched a search for an individual to serve as a resource for assessment activities. In the meantime, Drs. Clements, Berkeley, and Spackman will provide support to continue developing departmental assessment tools.

The provost will launch a review with department chairs and faculty to assess the concerns expressed for an increased workload for academic departments. Academic Affairs will seek solutions to significant issues brought forth by this process.

E. Quality/Quantity of UNCW Administrators

- *The Chancellor frequently cites data from the past five years documenting the improved quality of UNCW students and UNCW faculty. Can she cite any data documenting a similar increase in the quality of senior administrators?*
- *Can the Chancellor provide faculty with appropriate data regarding the size and cost of administrative overhead at UNCW.*

UNCW has one of the smallest middle management organizations compared to the other 16 campuses of the UNC System. UNC General Administration recently compiled information for the NC General Assembly concerning this topic. The middle management definition included provost, asst/assoc VCs, deans, asst/assoc deans, and directors. On a per student basis (thereby correcting for size), UNCW places 14th; ASU and WCU were the only two universities which had lower costs. ([Figure 1](#)) ([Figure 2](#))

F. *Campus Master Plan*

- *Couldn't/shouldn't the university be doing a lot more to adopt "best practices" in land management and green building and embrace the opportunity to be a model for the region? We recently put in hundreds of parking spaces without utilizing permeable surfacing; we have made no use of solar, wind, grey water, etc. and no appreciable integration of less "radical" technologies and practices. This seems in stark contrast to our mission statement.*
- *Does the administration have plans to ask for input regarding campus growth, e.g., locations of new housing, etc? It is my understanding that some of the latest plans involve housing placement that is different from that specified in the "master" plan of ~2005. Faculty and staff had an opportunity to comment on the initial master plan and may want an opportunity to comment on revisions to the master plan.*

This past Spring Semester Chancellor DePaolo created an ad hoc committee to review UNCW's current activities in the area of sustainability and to examine best practices at a number of universities across the nation. Acting on the first recommendation of the committee, Chancellor DePaolo is creating a permanent committee on sustainability to review the other recommendations of the ad hoc committee and establish an implementation plan and timelines. Faculty will be asked to join this permanent committee. Clearly, there is a need for better coordination of sustainability on our campus and there is much more we can be doing in the future.

Looking for sites where permeable parking would be appropriate. The new parking lot in the Police/Physical plant area will be permeable. In the design and construction of new facilities, we are installing the most efficient mechanical and electrical support equipment based on life cycle cost analyses. Solar energy collectors are not yet practical (primarily cost) for us to consider.

We expect to attain a "level" of LEED certification for all future buildings. That level (*Certified, Silver, Gold, Platinum*) will be determined on a project-by-project basis.

The Master Plan is a guide for campus development. Once a new project is proposed, an in-depth review of possible sites (including soil suitability, traffic patterns and control, and other factors) must be completed to assure the appropriateness of the site for the project.

The Housing Task Force reviewed six locations for possible siting of the new housing project, including those sites identified in the Master Plan. The approved site provided greater number of favorable conditions than the other sites examined.

The proposed site was presented to the Building & Grounds Committee for their review and recommendation. They recommended a different location. The recommendations of the Housing Task Force and the Building and Grounds Committee were presented to the Cabinet and subsequently to the Board of Trustees, who approved the current location after consideration of all alternatives.

Campus planners have proposed a parking deck in the vicinity of the proposed School of Nursing building, the education building and the Cultural Arts building. It will be available for faculty, staff and students. This will replace the existing S & T surface parking lots which will eventually be used as building sites.