**Guilford College**

**Faculty Meeting Minutes**

**February 4, 2015**

**Moon Room, Dana Auditorium**

1. Following a period of opening silence, Clerk Dave Dobson welcomed everyone to the first faculty meeting in the spring semester. As some faculty just returned from study leave or from teaching elsewhere, Dave reintroduced the changes about how we run the meetings. He passed out cards and pencils for people to write comments. The comments could be put into the small box in the back of the room. If one does not want his/her comments to appear on the Moonrm.com website, he/she needs to specify that on the card.
2. **For Approval: New Quality Enhancement Plan (QEP) Topic**

Steve Shapiro, Chair of the QEP Topic Selection Committee, introduced the proposed topic for the next QEP as follows:

*The topic for Guilford's next Quality Enhancement Plan will be: Enhancing Student Skills in Making Public Presentations. The QEP will include faculty workshops to help faculty use Universal Design when teaching students how to develop and give effective public presentations.*

Steve explained the procedure through which this topic was selected, and the rationale for proposing this topic. The topic meets the SACSCOC criteria for QEP. It addresses a key issue in our existing assessment process, supports the college’s mission, and can generate significant learning outcomes for both traditional and adult students. In addition, we have sufficient resources to initiate, implement, complete and assess the QEP plan. The topic also supports other key areas in education, such as experiential learning, undergraduate research/creative endeavors, and faculty/staff interest in developing Universal Design Learning. What the faculty was asked to approve today was just the QEP topic, not the QEP title. The college has another year to develop a formal title and a detailed plan. The actual plan, which might run about 70 pages long, will specifically define the meaning of “public presentations” and how we can improve on it.

***The faculty approved the next QEP topic as proposed.***

1. **For Information: New Structure for Enrollment Offices**

President Jane Fernandes talked about reorganization of the enrollment offices. She wants to create a Vice President of Enrollment who oversees all aspects of student enrollment. There will be a unified recruiting system for both traditional and CCE student. All students will go through the same application process, using the same software and application. This helps to reduce duplication in administration and streamline the whole process. The vacancies that Andrew Strickler and Rita Serotkin will leave after their service at Guilford is over will not be refilled. Instead, Jane will use the money for another search for a Vice President of Marketing who directly reports to the President and whose main focus is on enrollment. Strategic conversations will be conducted on managing the financial aid packages. The college needs a better financial plan and she is trying to get help from more people on it.

1. **For Information: Update on Search for Academic Dean**

Jane Fernandes talked about her thinking on the Academic Dean position following the two faculty forums last fall. She felt that the position right now is not a human scale position and it might not be sized for one person to do. We need to figure out the exact expectations on the next Academic Dean and what the Academic Affairs office should look like. Maybe we will have more associate deans, but she is not sure about this at this point.

Most likely in this fall we will have an Interim Dean. At the same time, we will conduct a national search to have a new Academic Dean by next fall. The candidates for that search could include internal people. As for the Interim Dean, Jane suggested that it will not necessarily be an external person. A couple faculty members stressed that the Interim Dean needs to really know our institution and challenges well.

1. **Tuition Remission Policy Changes and Guilford’s Budget**

These were not on the initial meeting agenda. But since there was time for these, Jane Fernandes continued to address these two issues.

Jane apologized for the lack of communication with faculty/staff before announcing the Tuition Remission Policy changes on *Beacon*. She understood the frustration and shock many people felt and she regretted doing it this way. She and Jimmy Wilson (CFO) are currently meeting with people who are using the policy or who are planning to use it. She hopes to decide whether or not to make modifications after two or three meetings with impacted people. She does not imagine the current Tuition Remission Policy to be in place forever. She thinks there will be changes as the policy is not doing what it is intended to do. How to make changes is an issue still under discussion.

A number of faculty expressed concerns about the changes as well as the process through which they were made. Some felt strongly that the issue should be brought to the Faculty Benefits Committee for discussion. Not every impacted faculty was aware of the meetings with Jane and Jimmy and they need to be included. It was commented that talking only to impacted faculty might marginalize the issue which is important to the whole faculty body. Some who are not using the policy now might decide to use it in the future. There was a call to reassess the claimed cost to the college (Jane mentioned $550,000) as it sounds unrealistic or misleading since only about 12 students are currently using the benefits. In addition, some of the benefits may cost real dollars, some may not, so a distinction needs to be made here.

Next, Jane talked about the college’s budget. She told faculty the sobering news that we will end up in the worst case of owing 3 or 4 million dollars next year (2 millions of new borrowing for this year plus 2 millions of projected budget deficit for next year). So we have to work on a cut plan, and she needs to have the plan by this May when the Board of Trustees meets. She needs faculty input on how to bring financial balance. We need to increase student enrollment and promote the prestige of the college. Her vision for Guilford is to become a “small and excellent” place.

The faculty had substantial discussion on the budget issue and asked many questions. Some focused on the administration. One faculty asked whether the President was planning to search for a new Vice President of Finance. Jane said that it is on her long list of things to do. Concern was raised about an interim administration (Jimmy Wilson is the Interim VP of Finance) having so huge a role on this pivot. Another faculty asked about the role of the SLRP in this process. Jane responded that she is planning to bring the SLRP II plan to a close, effective in 2016. She feels that SLRP II has already accomplished its mission and is no longer needed. She also feels that the current SLRP is too big. She wants to have a shorter strategic plan for the future.

Some asked what “small and excellent” exactly means for Guilford, and how faculty can be involved in realizing this vision. Jane talked about curriculum innovation and rethinking our identity. She hoped to have some questions for all departments to discuss later. In terms of size, Jane wished Guilford could stay the same size, but she was afraid that we won’t make it. She does not think that Guilford has a 16:1 student/faculty ratio. Adrienne Israel, the Academic Dean, added that our ratio last fall was 14:1, and our average class size was 17. But our aspirant class size is 21, and she hopes we could maintain 16:1, for if we drop below 15 or 14:1, then it will be financially problematic (though good for teaching).

Some asked how many more students we need to shore up the budget. The Clerk estimated around 200. Adrienne further explained that for traditional students, we hoped to have 1092, we actually have 1080, so we are 12 students short. But our tuition discount rate was 55%, higher than the budgeted 51 or 52%. Our CCE enrollment has plummeted. We are 150 adult students short. Fewer students and higher discount rate led to our financial crisis.

There were also quite a few questions about the “cut committee” and the role of the three faculty members on that committee. The President invited three faculty members to sit on her cabinet meetings working on the cut plan. These three faculty members are: Dave Dobson (Clerk), Darryl Samsell (Chair of the Budget Committee) and Sherry Giles (Clerk’s Committee member, Sherry explained that she was invited to join the cabinet for gender diversity). Jane explained that she did this in order to hear more viewpoints and voices during the discussion as the time for her to figure out a financial plan is very short. There will be faculty forums on the budget in March or April. One faculty commented that inviting faculty members to the cabinet discussion is a great idea, but the faculty wishes to know that this is happening. One asked for clarification on the role of the faculty on this committee. It was also asked what the relationship between this “cut committee” and the Budget Committee is. Jane responded that Darryl Samsell and Jimmy Wilson sit on both committees, so there are connections between the two. But she feels that it is impossible for the Budget Committee alone to come up with a proposal that is so important. She stressed that the college needs a new financial model. The Clerk added that the way that the Budget Committee has been working does not necessarily match the Handbook guidelines, so there is a need to bring the Handbook and the committee practice closer. He mentioned that a faculty forum is being planned on the budget issue.

Jane finally introduced Todd Clark, our new Vice President of Student affairs, to the faculty at this meeting.

1. **For Information: Honorary Degree recipient campus visit**

Steve Shapiro announced that Guilford’s first honorary degree recipient, Susan Briggs, will visit Guilford on April 8-9. Susan Briggs is a renowned trauma surgeon and humanitarian. She has participated in many trauma and disaster relief activities and has received numerous awards for her academic and humanitarian achievements. Steve asked faculty to give him and Erin Brownlee Dell input about what we would like her to do while she is here.

1. **Collective Self-affirmation and Production of Good Vibes**

A number of faculty shared their positive experiences in teaching and advising and their achievements. A 40-year student praised our History of Geology class as the best science class she ever had. We reached our goal in fundraising for the café in the Hege Library. Three of our faculty members have work in the Greenhill Art show. The Greensboro City Council approved the historical marker to commemorate the Greensboro Massacre. Two of our students did a great job in introducing speaker Steven Salaita’s work. The Society of Science Guilford Chamber was recognized as a distinguished chamber.

1. The meeting closed with a moment of silence.

Submitted by Zhihong Chen, Recording Clerk.