

Faculty Senate Minutes
November 2, 2018
Ware Student Commons, Room 207

Members Present	Mary Dodson, President Nathan Fryml, Secretary Kati Alley Dan Ferguson Robert Johnson Amanda Lester-Chisum Robin Malone Sarah Milford Brandon Moore Bill Netherton Kim Pinter DeeAnne Sisco Dave Van Domelen
Members Absent	Karen White, Vice President Tammy Holmes Sarah Uselding [Connie Haskins sat as substitute] Walter Webb
Guests	RUSSELL LOWERY-HART

Topics	Discussion/Information	Actions/Decisions Recommendations/Timelines
Call to Order	President Mary Dodson called the meeting to order at 2:00pm.	
Approval of Minutes	Approval of 10/5/2018 meeting minutes.	MOTION to approve: Bill Netherton SECOND: Kim Pinter YEA: all

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		NAY: none
President's Report	<p>Title IX Q&A: Lyndy Forrester sent document compiling procedures to Dr. Clunis. No further update.</p> <p>Summer Enrollment Update: lots of faculty ideas. Meeting scheduled for next week with Frank Sobey and Ernesto.</p>	
Vice President's Report		
Secretary's Report	By-law updates (related to Parliamentarian position and election, gender-neutral language, etc.) approved by 100% of full-time faculty who voted (22 / 22).	
Parliamentarian's Report		
Courtesy	Badger Buzz will be highlighting faculty accomplishments.	
Elections	Ongoing exploration of question of whether the other campuses have sufficient representation. Need to encourage greater participation from satellite campuses, to help ensure their unique needs are voiced and met.	
Legislative		
Mead Award	Need to figure out what to do about two separate spring ceremonies. Putting together a rubric currently. Mead award was started with 16-wk classes (no online classes at the time). Scenario has substantially changed ... so should requirements also change? No equal playing field for faculty anymore, due to the nature of the	

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	<p>various disciplines and certain ones being more conformable to online (or hybrid) presentation (not to mention department size differences). Supposed to be SOLELY for teaching (really not designed to factor in other activities). The commencement ceremony restructuring might be time to revamp the Mead award process. A new award? Incidentally, named after John F. Mead. Need thoughts from Senate / faculty.</p>	
Professor Emeritus Award	<p>Process being evaluated / approved.</p>	
Questions	<p>SEE QUESTIONS / ANSWERS for <u>October</u> in attached document.</p> <p>Upcoming Q's for November:</p> <ul style="list-style-type: none"> - Evaluation of department chairs (especially in light of Cornerstone process) - Handling recent heavy email traffic (faculty, students, etc.) and negative effect on student use of the medium - How much does Cornerstone cost per year? - SS# available for all to see through Colleague? - Does the Board get copies of Senate minutes? - Where is our personal information page? Cornerstone? Letter of employment from VPAA? - What is the actual due date / time for census roster submission? - Breakdown of travel for admin/faculty/staff/students - Breakdown of merit pay percentages for faculty/staff/admin 	

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	- Where are the results of the faculty evaluations (from students)	
Technology	Bylaws and constitution updated online to reflect current faculty-approved changes.	
Faculty Survey		
Hospitality		
Faculty Development		
Instructional Technology		
Pinning		
Faculty Committee Appointments		
Guest report(s)	<p>RUSSELL LOWERY-HART:</p> <p>Summer Commencement discussion – City will no longer allow the size of the spring graduation (it was literally standing-room-only last year, with many folks unable to enter). Summer graduation was the initial solution, but indicates insufficient attendance. Current discussion is splitting the spring commencement into two separate ceremonies on same day (with reception in between). Recommendations from Commencement Committee to Board of Regents (certain key details) is pending. Faculty would not be required to attend both. In the future, returning to Saturday ceremony(s) would solve many logistical concerns, but not possible for this May due to Civic Center availability. How is Mead award to be handled? Two separate awards? Same issue with commencement speaker. Opportunity to increase recognition on both fronts?</p>	

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	<p>VP for EOD – Posted the position yesterday (both internally and externally). Have elevated the requirements/credentials and years of service. Under the old system, EOD was there to handle business, not service. Pulled out from business office to focus on more than HR. But decades of mistakes were encountered which required massive (and ongoing) cleanup. Simply a bigger mess than anticipated. Going to hire an HR expert to help rectify this now. EOD’s organizational structure will remain the same, but need someone specifically experienced in fixing HR processes and also with senior leader experience, because the system (and problems) are so massive. Successful candidate will also be able to assess Cornerstone, though many of the platform issues have been resolved already, and streamline application/hiring process. Evaluation is only one part of process. Automating the 310 process is a very important update, which should eliminate a lot of our onboarding frustrations. Successful candidate will also need to be able to handle retiree issues. Hope is to interview folks this month. Will do a public forum with the top candidate before hiring.</p>	
<p>New Business</p>		
<p>Unfinished Business</p>	<p>Need to try to settle merit pay issue, at least for the year. Either need to prepare a concise statement expressing current concerns regarding merit pay and submit to Board, or agree this is a dead issue. Dave Van Domelen’s proposal for merit pay restructure is in Steve Smith’s hand currently, and he will be meeting with Faculty Development Committee. Possible concern will be “not enough spread” between top and bottom. How do we get feedback from</p>	

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	<p>Board of Regents? Is the use of merit pay non-negotiable? If so, what can be changed to salvage faculty perception? Regardless, the Board needs to be made aware of the concerns. Cost-of-living vs. Merit pay model, and if the latter, how to rectify implementation issues. No way to make everyone happy, but simplifying the process is an important step in the right direction.</p>	<p>MOTION to draft a statement to Board of Regents condensing faculty concerns: Kim Pinter SECOND: Bill Netherton YEA: all NAY: none</p>
<p>Updates and Announcements</p>	<p>Full parity is still in effect for upcoming summer 2019. Following summer is in question, pending enrollment increases.</p> <p>70% success goal is state-wide (mandated).</p> <p>Goal for 60% of Texans over 18 years of age to hold a certificate of some sort by 2030.</p> <p>Problem with administration of finals for 8-wk classes. Can we consolidate to Wed/Thurs of the final week, rather than losing the entire week? Some departments need the flexibility of the extra exam days (essay submission, grading, etc.). Reach out to Bob Austin for insight?</p> <p>Next meeting: Dec. 7</p>	
<p>Meeting Adjournment</p>	<p>President Mary Dodson adjourned meeting at 4:11.</p>	<p>MOTION to adjourn: Bill Netherton SECOND: Kati Alley</p>

Recorder: Nathaniel Fryml, Instructor, Senator for Liberal Arts

- A. (1) With the strong focus on Merit Pay for other staff, it seems like there should be something or some way of acknowledging the performance of part-time instructors.

[Response from Dr. Tamara Clunis, VPAA] *The Board of Regents have not articulated any plans to implement a merit pay system for adjunct faculty. With over 70% of all courses at Amarillo College assigned to full-time faculty, our Board of Regent focus on a full-time faculty merit plan makes sense. Please note: The Board of Regents approved an increase to the compensation per credit hour taught for adjuncts and full-time faculty overload effective for FY17. Adjuncts receive an additional \$50 a credit hour after completing certification training through CTL.*

- A. (2) Will we ever get funding for faculty travel again?

[Response from Dr. Tamara Clunis] *The priority for the academic affairs travel pool: Priority #1 (accreditation, state/national advisory board service, dual credit, and receipt of awards), Priority #2 (student travel (performances, competitions, honors program travel), Priority #3 faculty travel (conference presentations and receipt of awards), and Priority #4 general faculty travel (professional development). Please note: Amarillo College has 19 externally accredited programs. We risk our accreditation by not allocating travel funds to attend required meetings. [Follow-up comments from Faculty Senate] It is unfortunate that AC is not investing more in faculty development. Faculty are consistently told that professional travel is on them, but also that it's good for rank, which we should be pursuing. Need to ask Steve Smith for breakdown on travel for last year for admin, faculty, staff, and students. Senate could then create a statement to submit to Chair of Professional Development Committee requesting more investment in faculty.*

- A. (3) Why isn't the MFA recognized as a terminal degree?

[Response from Dr. Tamara Clunis] *I do not know why the MFA is not recognized as a terminal degree. This practice was set in place long before my tenure at Amarillo College. This issue was raised during the meeting I held with Liberal Arts faculty to discuss merit pay on September 28, 2018 from 3-4pm. During the meeting I expressed my willingness to petition for the policy to change regarding the MFA for faculty placement purposes. Rene West has organized a meeting for November 9, 2018 at 3pm to "discuss the recognition of the MFA as a terminal degree and eligibility for rank promotions." I have accepted the meeting request and look forward to the discussion.*

- B. (1 - Copies also sent to the Board of Regents to Ensure Effective Response) What is the timeline for upper administration to address the "things that do not work well" at Amarillo College according to the Faculty Survey? Is there a plan to show faculty these things are going to be addressed? Morale is at an all-time low and usually these things are ignored each year.

[Addressed by Dr. Tamara Clunis in Oct 5 Faculty Senate meeting]. *She is asking for a new tool with better qualitative data because the current evaluation tool is not designed in a way that she can address faculty concerns. Ex: There are*

people complaining about custodial services, but the next comment says custodial services are fine. The new tool will be provided to the faculty senate soon in order for us to preview and decide. [See October Minutes for more detailed account.]

- B. (2 - Copies also sent to the Board of Regents to Ensure Effective Response) The roll-out of the merit raise compensation caused much distress for faculty, because all of the pieces were not in place to guarantee accurate communication or equity. Those who developed the faculty performance tool did a poor job of developing it, too. How will Lowery-Hart, Clunis, and the Board of Regents help us trust the processes for next year?

[Response from Dr. Russell Lowery-Hart] Thank you for the question. I am always open to any exchange that helps us all move forward. While almost every university in Texas had merit for over a decade, only one other community college in Texas implemented it. So, we didn't have a plethora of best practices to pull from within our context.

When we implemented merit for staff two years ago, the first iteration was overly complicated and cumbersome. We learned that we needed to have better training for supervisors and for staff, more conversations about the rating scales, and to simplify the system. We are evaluating these same lessons for the faculty implementation.

The lessons on rater reliability and technology from phase one didn't apply to phase two with faculty. Because we allowed faculty to exclusively design their own merit system, the technology to manage it had to be build specific to your ratings. We certainly had challenges with it and I think we've learned from and adjusted the technology for the next iteration. Faculty and Faculty Senate will need to decide how you want to adjust the ratings and the process. From my perspective, the faculty designed system was thoughtful and well researched. It was also very complicated - in my opinion. And, faculty senate held dozens of conversations about the rating system for faculty input. I was impressed with the process faculty senate used. I was impressed with faculty senate's presentation to the board. I think the thoughtfulness and dedication of your faculty senate leadership that year are reflected in this year's senate as well. Faculty Senate and senate officers are working hard to advocate for faculty and dialogue about the needs for improvement. I'm honored by those conversations and the partnership. I trust and need you all as partners in this.

With any significant implementation, we do what we always try to do - talk.

I've had multiple conversations with faculty and with faculty senate officers. Tamara and Steve have addressed faculty senate multiple times to listen to your concerns and learn how we can support faculty in the process. Tamara has or will meet with every academic department to further our conversations with and understanding of faculty. I think our openness, which is approached with true,

positive intent, is a foundation on which we can continue to build our trust with each other.

Knowing the value of faculty, we've been intentional about adding additional faculty positions, investing an additional \$1.2M in faculty in this budget alone through a dedicated \$500 step for all faculty with no step-out, paying for faculty development, making summer parity at 100%, a 2% merit pool, and actually increasing travel funds for faculty.

I am proud of our college and the work we are doing. Yet, no organization is ever perfect. We are always evolving and improving. This can be a great learning experience for all of us that can actually bind us closer to each other and the shared love we have for our students and community. I am hopeful because I know you and I know our faculty. Even when we disagree, I've never doubted your motives and I hope you don't doubt mine.

Dan [Ferguson], you tell me - and the faculty senate officers. How would you suggest we respond differently than we have thus far? I know and trust you. I value your opinion and look forward to learning from you and your suggestions.

- C. (1) We have a question in regard to the recent presentation at AISD, which was on the news, when several faculty felt like they were disrespected by AISD officials. As leaders for faculty, will you consider hosting an all faculty meeting with Clunis and Lowery-Hart so they can answer more questions about college business? Will you invite the news media? Sort of like, have panelists ask questions that are sent ahead of time anonymously to the panel and Clunis and Lowery-Hart answer the questions. Some faculty are likely to share concerns anonymously due to fear in the college culture.

[Response from Dr. Tamara Clunis] *Thank you for clarifying the question, Robin. I am not opposed to an all-faculty meeting where cabinet members are available to answer questions. I will say that I believe that smaller department meetings are more effective. The needs of faculty vary by department. I just completed faculty division meetings to discuss faculty merit pay concerns. During those meetings, I answered questions on a wide range of topics. My meeting with Liberal Arts faculty on September 28, 2018 allowed me to learn about the issue surrounding the MFA terminal degree and its impact on rank and tenure. Because of the smaller setting, this issue was able to come forward. I will attend another meeting on the topic on November 9, 2018. We can schedule a meeting with 200 faculty and ask a limited number of questions or we can allow each division to get 1-2 hours to discuss important topics.*

- C. (2) Why are some jobs posted for the college and others appointed? For example, VP jobs are created and appointed by Lowery-Hart (Skinner). This was not posted. There are other examples, too. Shouldn't these positions be posted so that internal candidates can apply? Isn't the President's Leadership Institute in place to allow those members opportunities to apply for these jobs?

[Response from EOD Director Franscisca Garcia] *All positions both full time and part time must be posted on our website. We have the capacity for them to only post internally for the first 5 days and on day 6 the posting automatically goes external. An application is required for any applicant that the hiring manager anticipates interviewing. This is precisely because of equal employment opportunity guidelines. All full time positions are positions that must go to the board for approval and are considered “appointed” positions. Any part time position does not require board approval and is considered to be a “non-appointed” position.*

- D. (1) I wanted to ask the Cabinet and Board of Regents if we could please ensure that, if we need to replace Lyndy Forrester, we hire someone who is trained and credentialed in Human Resources and has specific experience in a higher education setting, which has quite different HR concerns and policies from a business setting? As the last Faculty Senate Survey revealed, one of the biggest concerns affecting faculty morale related to EOD mishandling and damaging employment and benefit issues, including faculty terminations or pressures to resign. We have heard a rumor that former AISD Superintendent Dana West is being considered for that role, which has shocked and dismayed us. We have heard from area AISD teachers how hostile she was to teachers, how she invaded their classrooms with outsiders who wrote them up for the most trivial and ridiculous reasons (such as how long it took for a student to walk back and forth from a desk), how she forced certain materials on teachers, though they had the option not to use them, how she was the catalyst for many teachers resigning or moving districts, how the teachers revolted at a School Board meeting, and how she was pressured to resign for abusing AISD finances. Morale would be even lower if we hired someone like this – and who also has no high education HR experience.

[Response from Dr. Russell Lowery-Hart] *Answered by RLH while in Senate meeting. SEE MINUTES ATTACHED.*

- D. (2) Why was the Continuing Education flyer for Fall mailed out a week and a half after many CE classes had already started? How can we ensure that, in the future, CE flyers are mailed out at least a week before any CE classes start that semester? We had trouble making many CE and CE-linked classes this semester, which negatively impacted already-enrolled community members as well as CE faculty. This is not good public relations.

[Response from Sadie Newsome] *The solution proposed is that there is now a form to be submitted. Larger projects will take more time. The form is supposed to reduce errors. This should resolve the issue of advertisements being sent out too late.*

[Response from Wes Condray-Wright] *I will be giving you a call once I have visited with Steve Smith. I wanted to give you the most up-to-date, accurate revenue numbers for CE. [No further word as yet.]*

[General info from Q’s Committee research] *Marketing had no reason to provide for why the mailing was so late other than “mistakes happen.” Basically, the form is supposed to fix everything. Toni Gray is the dean of Continuing Education and has been in communication with Marketing. The form is*

apparently provided for Continuing Education to fill out online and well in advance of courses. Toni is the only one allowed to have communications with Marketing, so the information must come out of that office. This seems to be a recent development. Nothing involved the Registrar's office. It was quite difficult to get any information. It appears to be a sensitive subject.

- E. What was the original intent in who would receive the results of the Faculty Senate Survey? How does the Senate plan to share our results with everyone who needs to be aware of them and get our concerns addressed in a meaningful way? I heard they used to be sent to all Board of Regents members, and former Presidents used to acknowledge the results in an email to all faculty, addressing areas of concern and how they planned to improve them. Now it seems that no one looks at or addresses our concerns, doesn't take them seriously. Now we are just pressured to take surveys to say that AC is one of the best college to work for.

[Response from Dr. Tamara Clunis] *Hopes that the (proposed) new survey tool will address these concerns. In vetting process currently.*

- F. (1) Student IDs: Why does AC not require students to wear their Student IDs while on campus and in class?

[Responses from Denese Skinner after conversations with Bob Austin]
Requiring that every student wear a name tag would be very hard to enforce. What would the penalty be for those who forgot their badge? If we do not allow them in class, then we've thrown up a barrier that might be the one that the student quits over. This goes against several of our AC values. There is an expense tied to issuing everyone a badge. We would have to provide a badge to all for continuing education students which is over 10K.

- In other settings like hospitals and companies, everyone wears their IDs today so it is not an unreasonable request.

It would be easier to require employees to wear a badge than to require our students to wear the badge. Using your hospital example – hospitals do not required the guests who enter the building to wear one; the badge is used to recognize employees.

Next, concern over “Active Shooters” or any other emergency – having the ability to identify who should be on campus would be helpful and a necessity

Bob and I agree 100% about this that in emergency situations having a name badge is helpful. However, in that we have an open front door with no gateway single entry point to our campus, it makes it very hard to control who as access to our campus. We have several buildings where the general public frequent (Art Museum, KACV, the gyms, Palace, etc.) and the public walks through our campus often as it is part of the neighborhood. The bad guys will come on campus with our without following the name badge rule; having a policy to wear a badge will only allow us to know the name of the shooter if they choose to wear it. Have you all reached out to Chief Birkenfeld about your safety concerns? She might have some ideas.

- It would be another way to identify and learn student names in the classroom.

Yes, this is true. Would calling roll and taking attendance in Blackboard also service this purpose? By having the attendance data in Blackboard, we then have actionable data to reach out to students through the Advisers to see what is going on that they are not going to class. This would be VERY helpful.

- It would make it easy to identify a “guest” on campus allowing employees to identify them, welcome the persons, and offer assistance.

Agreed. Having a badge on has many benefits. If we are living our AC values, we should be greeting everyone as if they are a guest to our campus and being helpful.

If Faculty Senate feels strongly that all employees need to wear a badge, I think that is more doable than having all students wear one.

F. (2) VPAA Dr. Clunis mentioned at the Faculty Meeting that AC would begin offering classes at two prisons in the near future:

- Will these classes be taught by faculty on a volunteer basis? It is a fine idea, but some faculty members may have personal safety concerns and prefer not to teach these classes.

[Responses from Dr. Tamara Clunis] *Amarillo College has been approached by the Texas Department of Criminal Justice about entering into an MOU agreement to provide adult education, continuing education, and academic classes at prisons within the Texas Panhandle. During the Fall 2018 all-faculty meeting, I mentioned this opportunity. The meeting to finalize the MOU agreement with the Texas prison system is scheduled for January 9, 2019. I had hoped the MOU would be finalized by now. Unfortunately, there have been numerous scheduling conflicts within the Texas Department of Criminal Justice. Additionally, any Amarillo College faculty (full-time or part-time) would be financially compensated for any teaching assignments they accept. Teaching in a correctional setting is very different from teaching on a college campus. Thus, I am aware that there will have to be a special recruitment and vetting process for any of these teaching assignments. I don't expect to have a very difficult time finding instructors. Several faculty have reached out to me expressing interest. Please note: Faculty that express an interest will be vetted internally for said interest and vetted externally for criminal background before being offered any teaching positions within a correctional facility. Having taught in correctional settings on behalf of a community college, I will be able to speak to the needs and expectations of the students and the nature of the classroom environment. It's important that faculty expressing an interest will understand the nature of the assignment, Also, TDCJ has required training for any non-TDCJ employee to enter their facilities. Safety is an utmost priority. I am hopeful that my direct experience and academic research in this area will inform AC's plan to renew our former relationship with TDCJ.*

- The extended drive such a class would necessitate to/from these units from many locations, adding an additional 30 or more minutes of travel one-way, may be a burden to some faculty members.

The burden of distance and time will be factored into the faculty work assignment and the financial agreement with TDCJ. I cannot speak definitively at this time on how this will be addressed. However, I am aware that faculty accepting assignments at any of the correctional facilities will likely require additional compensation for the extended travel time to necessary to reach their work site.

DRAFT SUBMITTED TO Dr. Lowery-Hart

TO: Dr. Russell Lowery-Hart, Cabinet, and Board of Regents
FROM: Faculty Senate
RE: Amarillo College Merit Pay
DATE: November 30, 2018

As we are elected representatives of the faculty at large—and in light of the significant and recurring questions and complaints sent to us by faculty regarding merit pay—we feel compelled to communicate some of these concerns to you. By respectfully doing so, we hope to eliminate faculty responses being directed your way that may be neither gracious nor unbiased.

We are involved in an on-going effort to improve the merit pay process. However, the concerns outlined below go beyond process:

- Concisely put, there is not enough money in the bucket for the system to work. On the one hand, supervisors must necessarily take funds from lower ranking but solid faculty members in order to more substantially reward the “highest” performers. Conversely, supervisors generally agree that if a faculty member is worth keeping, they deserve not to “lose” and should be compensated at least somewhat in line with cost of living variables. This results in having to “rob those at the top” from fitting compensation in order to give an adequate increase to those at the bottom. As a result, the system disincentivizes high performance rather than motivating it, while also discouraging faculty who may not be in a position to go as far “above and beyond” as their high-achieving colleagues.
- The ranking system ranges between 1 and 5. This translates into percentages which vary from department to department. For example, a 4.0 performance ranking in one department could result in a 3.2% increase. The same 4.0 performance ranking in another department could result in a 1.8% increase. This inequity is problematic.
- The five member task force working with Dr. Vess to design AC’s merit pay system had insufficient knowledge and, therefore, could not answer questions as to the above voiced by faculty during preliminary meetings.

These are just some of the basic concerns expressed by numerous faculty members and sent to the Senate. Faculty Senate is at somewhat at a loss as to how to improve the merit pay system and faculty perception of it. We respectfully ask for your consideration of the above.