

Faculty Council Meeting
Tuesday, December 10, 12:45 – 2:00, Online Only
Minutes

Members Present:

Jeff George, Chair
Cliff Odle, Vice Chair
Martha Golden
Steven Lacosse
Rosemary Millar
Chris Dorr
Janine Hawley
Kara Andersen
Joe Mills
Anson Koch-Rein
Christopher Bruhn
Bill Volz

Shahin Gorgani

Jared Redick

Frazier Smith

Michael Dodds

Clint Smith

Others Present:

Patrick Sims

Katherine Johnson

Kory Kelly

Laurel Donley

Brian Cole

B. Afeni McNeely Cobham

1. Call to order: 12:47
2. Approval of minutes from 11/20
 - a. Moved by Kara Andersen, seconded by Chris Dorr
 - b. Approved unanimously
3. Chair Report
 - a. (For information) Accreditation
 - i. There are 64 individuals across campus writing and contributing to the compliance report.
 - ii. Compliance Report progress is measured in 3 stages:
 1. Initial evidence reviewed by APIR- 37% (27/73) standards
 2. Review of first draft and evidence by APIR- 12% (9/73) standards (goal is for APIR to provide feedback on all standards by 1/31/25)
 3. Final draft submitted- 5% (4/73) standards (due date for final draft is 4/30/25)
 - b. (For information) QEP
 - i. The faculty co-captains, Ksenija Komljenovic and Anson Koch-Rein have been working hard to learn as much as they can about advising at UNCSA. The QEP Captains (which includes Sarah Iler) will be reaching out to Faculty and Staff by email during the first three weeks of the semester to recruit volunteer members for the QEP Team, which will work on planning and execution of the QEP.
 - ii. You can also get involved by filling out the contact form on our QEP Website. Below is a link to our updated QEP Website

- iii. <https://www.uncsa.edu/about/office-of-the-provost/sacs/qep.aspx>
 - c. (For information): CSI discussions progress & timeline
 - i. “Big Ideas” list compiled from prior committees: final vetting now, available to faculty no later than January 15 (hopefully earlier)
 - ii. December 11: meeting with Deans et. al. to develop the process and timeline
 - iii. Early January: continued discussion during Deans’ Retreat
 - iv. Jan 15: Town Hall 4 (presenting/discussing the Big Ideas)
 - v. Jan 31: Town Hall 5 (gathering new ideas)
 - vi. Feb 11: Collaborative Day (university-wide discussion)
 - 1. Hopefully a fleshed-out proposal
 - 2. At minimum, a well-developed list of ideas
 - vii. Ultimate Target: culmination of CSI process in fall of 2026
 - 1. Process from Feb ‘25 to Aug ‘26 needs to be defined
 - d. (For information): Report to Board of Trustees
 - i. See separate email (sent Sunday) for details
 - ii. Overlaps with CSI, but also advances other items that need solutions
 - e. (For information): Searches task force timeline & process
 - i. **Action Item:** verify searches and committee membership in each school (by separate email)
 - f. (For information): Weather-related hazard communication
 - i. I have initiated a conversation with the Provost Office and Campus Police; both have expressed a willingness to examine our current processes and policies, and to make changes as deemed necessary.
 - ii. I will move this forward before the start of the spring semester.
 - g. (For information): Draft Minimum Class Enrollment Policy
 - i. First presented to EPC last Wednesday.
 - ii. Part of the three-year process of studying ROI initiated by the Board of Governors
 - iii. Feels “sudden” because we thought we would be exempted from this part
 - iv. Now being pushed to have a policy in place by the fall
 - 1. SOFT IMPLEMENTATION
 - v. Plenty of time for feedback before EPC votes
4. Old Business
- a. (For vote & further action) Faculty Endowed Scholarship:
 - i. **Motion:** *to authorize Advancement to change the governing language for the Faculty Endowed Scholarship to reflect the following improvements:*
 - 1. *Eliminate the scholarship rotation by calculating award availability based on MARKET VALUE rather than HISTORICAL VALUE, allowing for the distribution of 5 scholarships rather than 3.*
 - 2. *Remove the \$1000 cap for awards and allow the award amount to grow as the scholarship fund grows (currently roughly \$1300 per award for 5 awards).*

3. *Clarify that the scholarship can be awarded to any graduate or undergraduate student who has either 1 or 2 years of study remaining. When awarded to a student with 2 years remaining, the faculty of the awarding school is committing to continue the award to the same student the following year.*
 - a. Moved by Jeffrey George, Seconded by Bill Volz
 - b. Approved without opposition
- ii. Several committee members recognized Norman Coates as also having been instrumental in creating the scholarship, along with Trish Casey (and Mike Wakeford for providing renewed emphasis during his term).
- iii. **Action Item:** send names of recently retired faculty (by separate email)
- b. (For information) Ombuds Committee
 - i. Restarting committee, policy questions
 1. We have our two reps; Staff Council is finalizing theirs
 2. Paul Sharpe has agreed to chair the committee once fully constituted
 3. 6 other faculty members have agreed to form a task force to support Paul and Jared with lobbying and help writing policy recommendations
 4. Spring goals: reconvene committee, hear year-end report from Ombuds, and determine the work for next school year
 - c. (For information/discussion): Shared governance summit follow-up
 - i. December 10, 4:00 – 6:00, followed by faculty/staff social
 - ii. We will analyze some of the case studies from the list we developed in August
 - iii. Goal: develop a set of UNCSA-specific principles representing best practices in shared governance
5. Standing Committee Reports
 - a. Campus Development Committee – Michael Dodds
 - i. Student wellness is a major focus, with projects like the beautification of the second floor of Gray building.
 1. Putting art on the walls, also the famous Martha Graham quote (which Rosemary Harris delivered at our graduations many times)
 - ii. Continuing work on capital improvements and campus art
 - b. Educational Policies Committee – Janine Hawley, Joe Lopina
 - i. Implemented earlier deadline for curriculum revisions, to allow more time for the Provost Office to approve them.
 - ii. Extensive work on documentation of curriculum for accreditation
 - iii. Removed separate DLA GPA requirement for graduation – now only major and overall.
 1. Conflict between DLA faculty vote and paperwork submitted (minimum grade of D-, not D) is being corrected.
 2. Provost decided to implement policy right away, rather than Fall of 2025 as stated in the original paperwork.
 - c. Faculty Development Committee – Rosemary Millar
 - i. 12 faculty grant requests.
 1. 2 were withdrawn, 1 was ineligible

- 2. The other 9 were all approved, using 100% of fall funding
 - 3. Discussing the inclusion of full-time adjunct faculty
 - ii. Reassigned time and spring development grants have deadlines in early spring
 - d. Faculty Rank Committee – Steve LaCosse, Bill Volz
 - i. Working on two cases so far, will submit to Provost in early Spring.
 - ii. Deadline to begin the process for next year is this April.
 - e. Faculty Welfare Committee – Anson Koch-Rein
 - i. Working with Wendy Emerson on Sodexo dining issues, based on student complaints and significant impact on D&P work schedules.
 - ii. Monitoring the switch to Aetna as our health care insurance provider, send issues that come up in the spring.
 - iii. Met with Dean Rachel Williams to discuss the faculty workload policy being driven by the System Office, and also the actual reality of faculty workload on our campus.
 - iv. Will meet with the Provost and also Angela Mahoney, AVC and Chief of Human Resources.
 - f. Course Evaluation Committee – Bill Volz
 - i. Revising committee’s charter to clarify mandate
 - ii. Looking at courses that have exceptions from student evaluation
 - iii. Streamlining of the process for annual faculty and program evaluations by being able to directly pull student evaluations into Interfolio
6. Faculty Assembly Report: Cliff Odle
- a. New state legislature always presents the challenge of learning to navigate the changing balance of power
 - i. System & system President have been accepting input from constituents as well as from legislators, and we hope that continues
 - b. Revisions to Chapter VI of UNC System Code are coming in January
 - i. Affects tenure and academic freedom, among other faculty rights
 - ii. Faculty assembly endorsed the work of the task force on professional track faculty – not an endorsement of a particular policy
 - c. System-wide discussion of balance of in-state vs out-of-state enrollment; does not seem to affect us, but we’re monitoring.
 - d. See Faculty Assembly meeting minutes appended to these minutes.
7. Provost’s Report
- a. Minimum Course Enrollment Policy
 - i. Not required by system, but we are the only school without one, and the administration believes it can protect us from some scrutiny.
 - ii. Came as a bit of a surprise this year – we were originally told we would NOT be part of the second round of ROI data-gathering, only to find out in the fall that we WERE being required to participate.
 - 1. Data is on “generation” of student credit hours
 - 2. DLA has done preliminary work in this area, and the Provost Office followed up with the proposed policy
 - iii. Part of a larger discussion about our overall student-teacher ratio

1. Used peer institutions for comparison (likely those are overall, not specifically graduate or undergraduate numbers – clarified by question from Janine Hawley)
 2. Many peer institutions have very small (or no) graduate programs and do not listed broken-out numbers publicly. (Chris Dorr emphasized the importance of getting accurate numbers for this kind of analysis of graduate programs in particular.)
 - iv. We are evaluated on a per-student basis, rather than a per-FTE basis (which is standard in the system).
 - v. Policy (see copy appended below) has been introduced for the purpose of getting faculty and dean feedback.
 1. Specific numbers: minimum of 6 for undergrad and 4 for grad
 - a. Per class, not per instructor (clarified by question from Kara Andersen)
 2. Acceptable % of classes that do not meet the minimum (by school, or for the whole institution?)
 3. How do we solve friction points?
 4. How do we implement this? (Policy likely on the books Fall 2025, but there can be a “ramp-up” to compliance.)
 - vi. Graduate assistantships can also help.
 - vii. Chris Dorr highlighted the importance of individual, one-on-one instruction/feedback/guidance in graduate programs, and that we should ensure that enrollment minimums do not compromise the value of the education we provide.
 - viii. More discussion in schools and in EPC.
 - b. Alleviating salary compression has been marked as a priority by the Chancellor, and increasing enrollment will help with this.
8. Adjourn 2:02 (followed by continued informal discussion).

Summary: Faculty Assembly, Dec. 6, 2024

Theme: Moving Forward One Step at a Time

Chair Wade Maki opened the meeting with his Chair's report ([Chair Slides](#)) during which he made clear that one of the biggest challenges soon to face UNC schools would be the effect of the new North Carolina Legislature, and the upcoming Federal changes in administration, including yet to be seen changes to the Department of Education. The future is uncertain, and concerns regarding possible interference to curriculum, and changes to policies affecting higher education, could have impact. Maki stressed that the UNC System President and Administration continues to invite input from Faculty Assembly to garner feedback on policies, and that in many cases this feedback is directly incorporated into policy changes. This is positive.

Upcoming policy changes to Chapter 6: Academic Freedom and Tenure within the UNC System Policy Manual are in the works. UNC System will be releasing red lines sometime in the next few weeks, and Maki will share these with Delegates to then share with their institutional constituents for feedback. The Assembly also voted to approve the Resolution Endorsing the Workgroup for Teaching/Professional Track Faculty Recommendations. The approval of this endorsement does not signify specific agreement with the yet to be released UNC redlines on Chapter 6, but rather indicates that the Assembly recognizes and supports the detailed work done by this workgroup which was formed as part of the policy initiatives related to the proposed policy changes to Chapter 6. UNC-SA Provost Patrick Sims served on this group.

There was also an update from Vice Chair, Toby King on the impact of the Academic Program Review (APR) on cuts to programs and faculty at UNC-Asheville.

Dr. David English did not give a formal report, but rather took questions regarding the influence of in-state and out of state caps on enrollment, and how this could impact future enrollments, growth, and financial allocations. This discussion was robust and evolved from Assembly Delegates' concerns regarding the Academic Program Review and its direct impact on the elimination of filled faculty positions in programs that are being cut within the System. UNC-Asheville experienced cuts this fall, and there have also been recent program cuts at UNC-Greensboro. Future cuts are expected. The question was posed as to whether allowing more out-of-state students to enroll in UNC schools might boost enrollments in under-funded programs. Dr. David English recognized that the out of state enrollment caps do need to be revisited, as these caps were set in 1986 at 18%, and much has changed. The UNC School of the Arts has the highest out of state caps, at 50%, due to the nature of its conservatory training and talent recruitment. This high cap will likely not change.

Updates were also given from the Making the Case Task Force (Toby King), and from the Governance Task Force (Robin Snead). Delegates then moved into breakout rooms for Committee Work. The Assembly met to recap and review this work, and Wade Maki gave additional updates on final areas of business, including discussion of Department Chair Training needs and Student Conduct Policies feedback.

UNCSA Policy on Minimum Class Enrollment

The Office of the Provost and the faculty, staff, and administration of the University of North Carolina School of the Arts share a common commitment to providing the highest quality education to our students while ensuring that teaching resources are allocated and used responsibly. Accordingly, it is imperative that all units optimize the teaching capacity of their faculty members in consideration of faculty workload and in order to strategically employ our current resources. The purpose of this policy is to provide an institutional framework for all schools and divisions in class enrollment management.

Minimum Class Enrollment Thresholds

As of the 2025-26 academic year and moving forward, UNCSA will be standardizing minimum course thresholds for classes at all levels of study as follows:

High school-level classes:	minimum enrollment of 6
Undergraduate-level classes:	minimum enrollment of 6
Graduate-level classes:	minimum enrollment of 4

The following course designations will be considered exceptions to the minimum class enrollment requirement:

- Individual instruction, such as music lessons
- Internships
- Independent study
- Thesis
- Cross-listed and co-listed courses* that when combined meet the minimum threshold standard

* Cross-listed courses are those that are offered under more than one subject prefix within the Division of Liberal Arts or in more than one school/division, but with instruction at the same time, in the same location, and with the same instructor(s). Co-listed courses are those at different levels and with different course numbers, but with instruction at the same time, in the same location, and with the same instructor(s).

Course Enrollment Management

Team Teaching

Team taught courses must enroll enough students to meet minimum enrollment requirements for *all* instructors attached to the course. Enrollment standards for courses with *two* instructors attached to the course are:

High school-level classes:	minimum enrollment of 12
Undergraduate-level classes:	minimum enrollment of 12
Graduate-level classes:	minimum enrollment of 8

Team taught classes that do not meet minimum enrollment standards for both instructors attached to the course must be changed to single-instructor courses or instructors may teach the course as an overload.

Early Identification

All schools and divisions should monitor course enrollments during registration to identify courses at risk of low enrollment. Early identification allows time for the efficient reassignment of faculty in the event of course cancellation. This also provides students with sufficient time to adjust their semester schedule.

Class Cancellation Procedure

One month prior to the first day of class, the Registrar's Office will provide weekly class section status reports to each school/division and the Office of the Provost. Two weeks prior to the first day of classes, the dean/associate dean will meet with a representative from the Office of the Provost, review the section status report, and send a list of canceled classes to the Registrar's office. Students in sections to be canceled should be notified by the art school/division and moved to another section of the same course if possible. Otherwise, the students should be dropped from the course and advised on an alternative registration plan. The Registrar's Office will mark the class as canceled once all students are removed from the course.

If a faculty member has had a class canceled due to low enrollment, the dean, in consultation with the faculty member, will reassign the faculty member's time to other courses or responsibilities.

The dean will also send a list of courses for which an exception is requested under this policy to the Office of the Provost, where a final decision will be made.

A class which fails to meet the minimum class size after two offerings will not be permitted to be placed on the class schedule unless compelling evidence is presented justifying its offering.

Exceptions

Under extreme circumstances that immediately affect degree completion, an exception to the minimum class size may be made by the Office of the Provost only after alternative routes to meet degree requirements have been fully examined.

Circumstances under which an exception *may* be eligible include:

- A new course being taught for the very first time
- A course which is necessary to keep a student on track to graduation in at least their third year of undergraduate study or second year of graduate study, and for which no viable alternative is possible.

School/Division	# of UG Classes with less than 6 Enrolled	# of GR Classes with less than 4 Enrolled	Total Classes Offered This Term	
Liberal Arts	4 Excludes 2 Independent Study courses.	0	74	5%
Dance	39 Excludes 1 Internship course.	0	119	33%
Design & Production	38 Excludes 7 Independent Study courses. Includes 10 Production Courses (5000)	83 Excludes 6 Independent Study, 6 Thesis, 3 Internship courses. Includes 29 Production Courses (6000, 7000, 8000)	236	51%
Drama	17 Excludes 2 Internship courses.	0	66	26%
Filmmaking	53 Excludes 11 Independent Study courses.	4 Excludes 1 Independent Study and 4 Thesis courses.	189	30%
Music	103 Excludes 1 Independent Study course.	106 Excludes 3 Independent Study and 5 Internship courses.	363	58%

***NOTE: Internships and/or thesis classes are not included in the less than enrollment counts but are included in the total classes offered.

UNCSA Study for Minimum Class Enrollment

1. Survey of class enrollment thresholds from other institutions

Peer Institutions				Student/Teacher ratio
Berklee College of Music	Average class size - 11			10:1
Cal Arts				9.25:1
Carnegie Mellon				10:1
Columbia College Chicago				15:1
Cornish College of the Arts	Minimum for Lecture - 15	Minimum for Lab - 10	Minimum for Group study - 5	6:1
Mass College of Art & Design	Minimum for Lower division - 25	Minimum for Upper division - 15	Minimum for Graduate - 6	15.5:1
NYU	Electives cancelled <20			
SCAD	Class size: 2-9 students – 19%; 10-19 students – 42%; 20-29 students – 30%; 30-35 students – 9%			20:1
SUNY Purchase	Average class size – 17.8			11.5:1
Juilliard				8:1
University of the Arts (PA)	University closed for bankruptcy after spring 2024 semester			
			Private university	Public university

- “Columbia College is working to find ways to teach larger classes while still protecting the learning experiences that require a smaller setting.” – *Columbia’s Path Forward*
 - “University of the Arts is closed as of June 7, 2024 and filed for Chapter 7 bankruptcy on September 13, 2024.”
2. UNC System Office directive to gather data on Student Credit Hours (SCH), as part of a larger effort to report on university operations of each constituent institution.
 - SCH – the number of credit hours assigned to an organized course section, multiplied by the number of students who earn a grade or other designation at the end of the term in which the course section is offered.
 - Institutions are required to include the sum of SCHs by each department, college/school, and institution across terms (summer, fall, spring) in the annual report.
 3. Review of minimum class size policies from additional institutions, including:
 - Columbus State University (GA)
 - Elizabeth City State University (UNC system school)
 - Minot State University (ND)
 - Rensselaer Polytechnic Institute (NY)
 - University of Oregon
 - University of South Carolina
 4. Analysis of current class enrollments (3-year data analysis, especially updated numbers for fall 2024) and a plan for a sustainable minimum class enrollment policy, where strategic management of current resources could result in:
 - Funds for graduate student stipends
 - Additional funding to address faculty salaries below the minimum thresholds
 - Additional operational support for high-functioning programs