

**Faculty Senate Meeting
Minutes
October 5, 2020**

Please email corrections to Faculty.Senate@nau.edu.

1. Call to order/Acceptance of Agenda and Minutes—Gioia Woods

Faculty Senate President Gioia Woods called the meeting to order over Zoom at 3:03 pm.

Agenda accepted.

August 31, 2020 Minutes approved and available on [website](#).

- **Those present (electronically):** Gioia Woods, Ed Smaglik, President Rita Cheng, Grace Okoli, Buck Sandford, Abe Springer, Alark Saxena, Alexandra Carpino, Alma Sandigo, Amalia Garzon, Amanda Pollitt, Amy Rushall, Andy Wang, Angelina Palumbo, Angie Hodge, Anika Olsen, Ann Huffman, Ann Vert, Astrid Klocke, Aurora Silleni, Benning Tieke, Beth McManis, Blake Rayfield, Brian Rackham, Bridget Wipf, Brittany Blanchard, Bruce Fox, C Cristina, cag69, Cat Edgeley, Catherine Louchart, Chelsey Johnson, Chesleigh Keene, Chrissina Bruke, Christine Reese, Christy Farley, Cindy Skelley-Wohlschlager, Clare Ellsworth Aslan, Claudia Sturgis, Constantin Ciocanel, Cori Gordon, Corina Kellner, Curtis Smith, Cynthia Childrey, Darwin Mann, David Albritton, David Auty, David Deville, David Weber, Dawn Rivas, Deborah Craig, Debra Edgerton, Delores Lindstedt, Denielle Perry, Diane Stearns, Dierdra Bycura, Don Carter, Donelle Ruwe, Donna Simon, Egbert Schwartz, Elizabeth Berney, Ellie Blair, Emi Isaki, Emily Schlittenhart, Eric Yordy, Eysin Marie Palamaro-Munsell, Frances Riemer, Frank Hippel, Gayla Stoner, Gina Nabours, Glenn Edgerton, Gretchen AcAllister, Heather Clark, Heidi A Wayment, Heidi Feigenbaum, Helen Rowe, Holly Jackson, Holly Wheeler, Ira Allen, Jaewook Lee, Jaime Smith, James Sample, Janice Sweeter, Jason Myrowitz, Jason Wilder, Jason Sahl, Jay Sutcliffe, Jeff Berglund, Jennifer Blaney, Jennifer Duis, Jennifer Peterson, Jessie K. Finch, Jill Friedmann, Jim Gaherty, Jim Latham, Jodi Carlson, John Georgas, John Thull, John Imundi, John Joseph Doherty, John Tingerthal, Jonathan Lee, Jonna Vance, Judith Scholar Winfield, Juliana Suby, Julie Piering, Kaitlin Olson, Kara Attrep, Karen Harag, Karen Renner, Karen Morgan, Karina Collentine, Karen Sealander, Kate Ellis, Kelly Phillips, Kerry Thompson, Kevin Ketchner, Kevin Trainor, Kevin Gustafson, Kiara Weathersby, Kimberly Gould, Kristen Waring, KT Thompson, Lary Sideman, Laura Wasylenki, Laura Sujo-Montes, Laura Blank, Laura Taylor, Laurie Dickson, Leah Mundell, Lee Mensay, Leila Monaghan, Lisa Hardy, Lisa Tichavsky, Lisa Veal, Lori Rubino-Hare, Lori Poloni-Staudinger, Lou Cirelli, Louise Lockard, Luke Maring, Mahendra Joshi, Mandy Dang, Marianne Nielsen, Maribeth Watwood, Marilya Reese, Mark Lamer, Mark Grisham, Marti Canipe, Martin Hassell, Mary McGroarty, Matthew Fahy, Melinda Treml, Meredith Heller, Michael Rulon, Michael Ort, Mike Benjamin, Nancy Riggs, Nathanael Johnson, Nicolette Teufel-Shone, Oaklee Rogers, Oneil Guthrie, Patricia Frederick, Patricia Pohl, Paul Donnelly, Paul Lenze, Paul Bakke, Paul Umhoefer, Peter Friederici, Peter Runge, Peter Fulé, Rachel Neville, Rakesh Pangasa, Pand Decker, Rebecca Best, Rebecca Rinsema, Rebekah Pratt-Sturges, Rhonda Allen, Rick Keeling, Ricky Camplain, Rodrigo Toledo, Roger Bounds, Rosa Corona, Rosie Cordova, Ruth Whisler, Sakenya McDonald, Sam Meier, Sanjam Ahluwalia, Sara Jarvis, Scot Raab, Sibylle Gruber, Stefanie Kunze, Susan Harris, Mark Montoya, Tammy

Mielke, Taylor Joyal, Theresa Carlson, Timothy Corvidae, Tina Zecher, Tom Acker, Tracye Moore, Wendy Rountree, William Johnson, Yvonne Luna, Zachary Meyer, Nicole Price, Tarang Jain, Harlan Teller

- **Also Present (electronically):** Regent Fred DuVal, Regent Lyndel Manson

2. **Faculty Senate President’s Report—Gioia Woods**

- The next regular Senate meeting is October 26, 2020.

3. **NAU President’s Report—President Rita Cheng**

- President Cheng provided a campus update for the fall semester and the COVID-19 response. Enrollment has slight declines on the Flagstaff campus. We have a more diverse population than even six years ago with 37% growth in the LatinX population, 35% growth in the Asian population and 6.5% growth in the Native American population. NAU is seeing six- and four-year graduation rates at all-time highs. First Time Freshmen retention rate dipped slightly. It remains strong in minority populations and Arizona residents. **See her slides on the Faculty Matters Q&A forum.**
- The NAU budget shows a \$3 million uptick of potential net tuition and fee revenue. 2 million in mix of students in Flagstaff. Revenue impact shows a \$77 million decline, expected 100 million. COVID-19 response has increased costs to campus including mitigating adjustments and incremental investment costs.
- NAU has grown in other areas, specifically; research expenditures have doubled in the last six years. Our public service expenditures and fundraising have held steady as well. Overall, we are on track to meet the budget for Fiscal Year 2021.
- Instructional and class size loads are very similar to last year. Median class size is 18 (2019=18). 30.0% of classes with less than 10 students enrolled (2019=31.8%). 80% of classes have an in-person component. 4% are fully online. ~4,000 students studying fully remote for Fall 2020. High student attendance in virtual class meetings. 74.3% of capacity on-campus housing.
- Range of efforts for monitoring, and mitigation of Covid-19 for the university community. A decline in the number of COVID-19 positives and positivity rates for the week of 9/28 compared to the previous two weeks.

4. **NAU: Our Vision for the future – moderated by Gioia Woods**

More than 225 people were in attendance, representing CHHS, CAL, COE, CEIAS, CEFNS, SBS, Honors, and FCB; statewide was represented as well.

Opening Remarks

- Regent Fred DuVal (ABOR) provided a background, thanking President Cheng for her service, and as NAU starts a search for a new president. The state will not return to the higher education funding levels it was at in the 80s and 90s. Tuition is used to make up the difference in funding. Remote learning is a necessity. Education has never been more important. NAU is the most unique of the three universities. The location of NAU is competitive on a global scale. NAU Undergrad experience is singular in AZ and 5-world class research. NAU has a special obligation in the education of Indigenous students. How do we align this special place to meet the needs of the students and state? We are here to collaborate and listen.
- Regent Lyndel Manson (ABOR) is committed to NAU’s place in Arizona and nationally. We have ideas of what the board wants, but we need to hear what the NAU community wants. ABOR appointed an advisory committee, consisting of 14 members—NAU

faculty, students, staff, and administration with community representation. Our communication lines are open to all faculty. The Search Advisory Committee will review prospects and provide recommendations. The Board reserves the right to make final decisions. There is a request for proposals for a search consultant. A consultant will be chosen by October 30. We are soliciting community input (email: Future.NAU@azregents.edu, webpage: <https://www.azregents.edu/nau-presidential-search>). We'll host a town hall on campus for in person and virtual participation.

Discussion

Leadership

- Faculty members commented searching for a leader who:
 - Values and seeks shared governances
 - Values student and faculty input
 - Understands student success and wellbeing is dependent on faculty success and wellbeing
 - Thinks outside the box
 - Views faculty as allies
 - Builds deep rapport and relationship with the community
 - Promotes and supports diversity, equity, and inclusion
 - Demonstrates experience with positive relationships with staff
- Native faculty member emphasized the need for a leader who has experience and familiarity with Tribal sovereignty and Tribal Nations. Tribal leaders need to look to NAU for transparency and the ability to develop Memorandums of Agreement (MOA) in a timely basis.
- Future leader must be committed to improving faculty and staff morale on campus. Between the pandemic and the experience over the last few years, morale is at an all-time low.
- A president who has a vision that is attuned to our competitive advantages in a warming world and values environmental sustainability.
- Dr. John Haeger had the innate ability to invest in people, see the potential, develop that leadership. NAU has lost so many amazing faculty and administrators because that latitude has not been provided, people are not granted the trust to develop their leadership. Invest in people, and not just meet metrics.
- Faculty member entered in the chat: Whether or not we realize a new vision for the future depends a lot on who the next President is. While economic drivers and income sources are very important and essential considerations, and of course, the university leadership is fully aware of changing trends, it is important to acknowledge that faculty who teach every day also have good, well-informed ideas about innovation. I hope the next President will view us as essential contributors to the vision, and they will listen to us as Regents Duval and Manson are today. I would like to echo what others have said about valuing the faculty as partners in realizing excellence at NAU.

Enrollment

- Faculty members highlighted that NAU values and takes pride in serving Native students. NAU needs to improve the recruitment of Native students. We need to put research and funding supporting those initiatives and recruiters. Recruitment and retention of Native/Indigenous students also requires Native/Indigenous faculty and supporting

language revitalization and Tribal sovereignty. NAU cut Navajo language classes this year. The Applied Indigenous Studies program needs to be expanded and supported.

- Statewide campus faculty member mentioned enrollment can be built further in Flagstaff and statewide, work collaboratively throughout the state i.e. Arizona State University (ASU) and University of Arizona (UA) partnerships.

Research:

- Faculty would like to see a commitment to undergraduate education, humanities, social sciences. Majority of new Tenure Track (TT) positions in all disciplines. CAL has felt like we have had so few new talent coming up. Where are all the young people, there are very few.
- Enhance our research/teaching/community engagement in and with and about the Colorado Plateau. This makes us distinct
- We should also be reconsidering some of the ABOR goals/metrics for NAU (the "spider chart"). "More of everything," not appropriate strategy; I think it has caused a lot of stress both on campus and to some degree in the community.
- *Regents: Metrics are long overdue for a re-scrub and recognize that metrics created incentives for the three universities to look more alike, that is the wrong strategy. This conversation informs for the search and the metric process.*
- Value of undergraduate research for Non Tenure Track (NTT) faculty at NAU. A lot of this work completed by both TT and NTT faculty, substantial part of the community at NAU. NTT had research removed from Statement of Expectations (SOE), frustrating for those faculty who have students with grants, we all provide these opportunities.
- Communities and faculty who are active in teaching, research, students/community engagement....competitive in a way that people don't necessarily see.
- We are good at big picture things. Specifically, our next president incentives are not linked to meeting metrics. The impression was that too many decisions were being made to meet the metrics rather than the educational needs of students. Enrollments increase and bonus have not worked to the benefit of the campus.
- NAU has great graduate programs on campus and a new president needs to value our grad students and honors past commitments to TT contracts.
- NAU's one of the pillars of excellence is research. There are different kinds of excellence, people want to focus on what they are good at. We have world-class research happening here....we should focus on a few things to really excel at.

Structure/Infrastructure

- NAU centralization has gone too far in this direction by micromanaging, undercut layered decision making, too many executive decisions. The next president needs to have cooperative systems and a clear line of decision making. Vertical management does not support shared governance.
- What is the evidence of searching with a firm is worth it? Carefully consider the costs of the search going forward.
- *Regents: There was a discussion about this. In this environment, where privacy is an issue, we did not want to limit the candidate pool as many of our meetings will be open/public record. We want to focus externally i.e. who should go into the search process, who should be contacted to apply for the job?*
- It would be great to have a vision that is not simply that we are a business. Students are so much more than customers.

- One faculty member entered in the chat: Keep NAU small(er). That is how we distinguish ourselves from ASU and UA.
- Another faculty member stated it's hard to imagine staying small. We can be leaders in meeting the climate crisis as there will be changes/influx of climate immigrants. Have the faculty to evaluate what climate change means here, nationally, and internationally.
- A theme from the chat comments showed support for Cline library. A strong library will support research and meet student needs.
- Athletics, what kind of savings can be had there?

Non-Tenure Track

- NTT faculty are incredibly valuable. Before the pandemic took over, we were working on a NTT teaching stream, that looked at increasing salaries, tenure to NTT. We are interested in a leader who will think about a single tenure system. NTT faculty are more likely to be people of color, women, and first-generation.
- The stability of the university depends on the stability of the faculty. Faculty member is puzzled by the cap on three-year contracts for NTT faculty. The relationship between faculty and students is of the utmost importance. NAU needs to change the rule about a cap on renewable contracts.
- Faculty member emphasizes the return to the Teacher - Scholar not the Teacher or scholar model. NTT colleagues to move in tenure for all and job security for all.

Revenue

- Three suggestions from one faculty member: To increase revenue with our existing infrastructure and human capital is to first take the last two years of programs like engineering and offer them in four semesters (back to back). This could be done without additional cost and attract transfer students. Secondly, build career paths for successful peer reviewed program and an innovation center. Thirdly, hiring entities to pay student loans upon hire. A student is more willing to pay for an education if the employer is willing to pay for loans.

Closing Remarks—Regents:

- Regent Manson thanks the faculty for their participation. ABOR has spent time developing an elevator pitch for in response to Why NAU? To sum up these discussions, *NAU is undergraduate focused, access oriented, and a comprehensive university with targeted excellence for its region. One of the challenges NAU faces is NAU cannot be all things to all people. NAU can display why the university is distinctive.*
- Regent DuVal expanded on how *the three universities will be increasingly different. ASU succeeding in being everything for everyone on a national and global basis. U of A is focused on land grant, medicine, optical sciences, etc. These differentiations are needed. NAU has drifted into being measured not by what it is, but what it isn't. With the compression and flat enrollment growth across the county, NAU needs to be distinctive and competitive in terms of the ethos of campus. We need to be mindful moving forward. We ideally agree with every investment that has been articulated but we are in an environment of declining revenue.*
- FS President, Gioia Woods, thanks the regents for their participation and closes the meeting with a comment provided by Dr. Ruddell: NAU is highly distinctive and differentiated, not just versus UA and ASU, but also nationally. What makes us special is one of the best qualities of life, best college towns, excellent undergraduate teaching quality, moderate size, high altitude elite sports training, Native American relationships,

and research on topics that fit our sense of place. I believe this identity will market well in state and nationally, will win us students, and will resonate with our alumni. Let's focus on this.

5. New Business and Adjourn

There being no further business, the meeting was adjourned at 5:03 pm.