

REGULAR MEETING OF THE UNIVERSITY FACULTY SENATE

OCTOBER 6, 2014 – 104 GORE HALL

3:30 PM

OFFICIAL MINUTES

September 25, 2014

TO: Senators and Executives

FROM: Prasad Dhurjati, Vice President
University Faculty Senate

SUBJECT: Regular Faculty Senate Meeting October 6, 2014

In accordance with Section IV, paragraph 6 of the Constitution, the regular meeting of the University Faculty Senate will be held on Monday, October 6th at 4:00 p.m. in room 104 Gore Hall.

Immediately prior to the Faculty Senate meeting, the **General Faculty Meeting** will begin at **3:30 p.m.** Please make every attempt to attend this General Faculty Meeting.

Members Present: B. Ackerman, W. Batchis, D. Bellamy, J. Bernstein, N. Brickhouse, M. Buell, C. Caro, N. Carver, C. Castillo, L. Classens, M. Cleveland, J. Courtright, J. Daniel, P. Dhurjati, P. Duker, C. Dybowski, D. Galileo, T. Gill, J. Gillespie, D. Grasso, M. Gutierrez, B. Hanson, S. Hastings, E. Hayes, J. Heinz, J. Hethorn, F. Hofstetter, M. Hopkins, T. Hsu, S. Isenstadt, R. Jaeger, J. Jebb, P. Laux, W. Lewis, A. Marsh, M. Mclane, J. McNutt, G. Melloni, B. Ogunnaike, B. Opila, B. Orzada, M. Papas, V. Perez, A. Poorani, C. Riordan, T. Rocek, D. Satran, E. Selva, S. Shabo, C. Shen, A. Sivaraman, H. Tanner, N. Targett, D. Thompson, K. Turkell, G. Watson, B. Weber, C. Williams, J. Zide.

Members Excused: K. Cranker, N. Donofrio, S. Eidelman, D. Ford, J. Gizis, K. Matt, S. McGeary, L. Okagaki, M. Parcels, M. Robinson, D. Reisman, M. Rieger.

Members Absent: H. Bias, T. Vermeer, R. Wool, L. Overby

I. Adoption of the Agenda

Senator Duker moves to adopt the agenda. Senator Bernstein seconds. Agenda adopted.

II. Approval of the Minutes: [September 8, 2014](#)

Senator Duker moves to adopt the minutes. Senator Bernstein seconds. Minutes adopted.

III. Remarks: Provost Domenico Grasso

Prov. Grasso: I view inclusiveness as one of the pillars of shared governance at our university. Whenever a complaint is made, we follow the letter of the law and take appropriate action. We must strike a balance between respect for confidentiality and transparency.

- Partnership with Vermont Law School – Our students will be automatically accepted if our students meet certain criteria. VLS is the top environmental law school in the US.
- Partnership with Xiamen University in China
- Personnel Matter: stress the importance of scholarship in the Provost's office. Charlie Riordan's title change – Deputy provost for research and scholarship. Nancy's title is Deputy Provost for Academic Affairs.

IV. Announcements: Senate President Fred Hofstetter – [See attached slides](#)

- The Faculty Senate's Open Hearing on General Education was held on 22 September 2014. Gen Ed chair Norm Wagner moderated. The hearing was well attended. The hearing's podcast is at www.udel.edu/podcast.
 - To review the working draft of the new Gen Ed objectives, follow the link to General Education in the sidebar at facsen.udel.edu.
 - The Gen Ed committee is scheduled to meet on October 17 with the intention of bringing a motion before the Faculty Senate on November 3.
- Faculty Welfare and Privileges (FWP) policy changes are being formulated to bring the FWP policy into conformance with Title IX regulations. The FWP committee is expected to vote on these changes within the next two weeks. The revised FWP policy will probably come before this body at the November 3 or December 1 Faculty Senate meeting.

V. Presentations:

Strategic Planning Initiative: Delaware Will Shine
Charlie Riordan, Vice Provost for Research & Scholarship

[See attached slides. \[www.udel.edu/shine\]\(http://www.udel.edu/shine\)](#). This website is designed to be very interactive and the objective is to start a dialogue between the community and the committee. Membership of the various working groups, a blog about the working of the committees and an area to submit your ideas are available on this website. Report to be delivered in Winter/Early Spring 2015. The Provost's overview of the process is available as a downloadable document on the website. We are going to develop a plan that is inspirational, attainable, implementable and sustainable. There are three distinct working groups:

- a) Grand challenges/Great Debates/Big Ideas
 - a. Co-Chairs: Nancy Targett, Co-chair, Paul Brewer, Co-chair
 - b. Charge: The goal of this working group is to Identify areas of state, national or global significance where UD is best positioned to engage via consequential research, teaching and service initiatives using existing resources, new and existing alliances, and where we have reasonable opportunities on which to capitalize.
 - c. Have developed a concept paper 1.0 that can be downloaded from the website. Five major themes were developed and the paper describes the role of UD in addressing each of these themes. Looking for feedback from everyone to refine the themes and develop the final list of themes.
 - d. Questions on which this working group would like your response. :
 - Do you have any overall comments on the themes?
 - Are we missing major themes?
 - Do you see yourself fitting into the themes?
 - Who else should we be talking to?

- b) Sustaining and Accelerating the Advance
 - a. Co-chaired by Rick Andrews and Bahira Trask.
 - b. Charge: Assess the university’s current strategic plan to identify successes and unfinished initiatives that should be abandoned or propagated into the future.
 - c. Will be designing and fielding a survey later this semester to evaluate the success of Path to Prominence

- c) Models for the New American Research University
 - a. Co-chaired by Kristi Kiick and Matthew Kinservik
 - b. Charge: Reflect on best practices and emerging opportunities
 - c. Subgroups: Academic Organization, Curriculum and Delivery, Infrastructure, Resource Analysis

Details of the Thought Lecture Series. <http://shine.udel.edu/announcements/>
 Upcoming Lecture: Oct. 13, Richard Tapia, Director, Center for Excellence and Equity in Higher Education, Rice University will be speaking on “The Diversity Crisis in Higher Education: the Need for New Understanding and New Leadership.” The committee has been working with the Student leaders including the SGA and GSG to bring a students’ choice thought leader to campus.

Enrollment Management at the University of Delaware
 Chris Lucier, Vice President for Enrollment Management

[See attached slides.](#) What is enrollment management and how does it differentiate itself from just admissions? Enrollment management is an institution-wide, systematic, comprehensive research-driven system designed to locate, attract, and retain the students the institution wishes to serve. “It requires broad institutional recognition, support,

communication, and collaboration, and must be managed as a continuum that takes us from first contact with a prospective student to graduation.”

Fewer students graduating and more than 85% of the students will travel less than 300 miles to college. Price sensitivity of parents and students – they understand that they are in a buyers market – growing expectation of resources and money. Retention is a metric; focus on student satisfaction. Enrollment management is the management of multiple trade-offs since many enrollment goals are in conflict. It takes teamwork to make enrollment management work.

How did we end up with 4179 freshmen? Sharply declining yield. See slide 3 for details. Earlier admissions decisions were made so that we can mitigate the declining yield. Merit award letters go out earlier as well. Letters have become better and explain admission status clearly. Increased freshmen enrolled because yield did not decline as predicted but went up to 25.6%

Why didn't you turn it off when we hit 3800? National enrollment deposit deadline is May 1. On April 26 (with five days to go), only 68% of the target of 3800 (consistent with prior three years) had accepted the offer. So we were on target till that point in time. No indication of oversubscription even at that point.

What is the correct yield prediction for fall '15? Anticipate an increase in application volume from new markets (mostly outside the Northeast). Competitor actions are going to affect our yield, No sig. changes in financial aid model, Target for Fall'15: 3800 new freshman, 50 conditional admit students from ELI, aim to land between 3850-3950. Anticipating a 25% yield.

Future Plan: Develop a strategic enrollment plan. Criteria used by students in deciding on college – outstanding academic experience (distinctive programs, inter-disciplinary, experiential), outstanding career services, branding/marketing/PR. Chris Lucier invites you to talk to him discuss challenges and opportunities with him.

Q&A

Senator Dhurjati asked if yield predictions were made by departments or by college. Chris Lucier said that it is easier to predict yield by colleges. At the department level, it becomes a little bit harder to predict.

Senator Laux asked if the Honors Program is in the toolkit used in enrollment management and was responsible for the higher enrolment. Chris Lucier explained that it is part of the toolkit. We are looking at 500-525 as the target for the Honors Program for next year but it is not set yet as we continue to work with the honors program. If too many are admitted to the honors program, it may not be seen as being elite.

Senator Jebb asked about the discipline mix. What is the capacity? What are the areas we

want to focus on are some of the questions asked. What we look at from our level what has been the application trend for that discipline? What has been the yield in that program?

Senator Opila asked about information about over subscription being delayed to the faculty. Chris Lucier: in favor of information being made available to the departments/colleges that are oversubscribed.

Senator Galileo: The students who came in - where were there on the academic continuum?

Lucier: Distributed overall – large enrolment of top students – socio economically diverse.

Defining Diversity at the University of Delaware
Carol Henderson, Vice Provost for Diversity (ceh@udel.edu)

[See attached slides.](#) Disability, sexual orientation, religion, socioeconomic status, gender, age, race/ethnicity, culture. Previous discussions assume that diversity is optional. It is not. It is a part of the infrastructure of learning on campus, it is an active process that aids colleges and universities achieve excellence. Association of Public and Land-Grant Universities (APLU) and Association of American Universities (AAU) define diversity in terms of access and inclusion. Holistic integration does not mean just “numbers”; it is reflected in the culture, research, service, curriculum and academic culture on campus of underrepresented groups. The entering freshman class for 2014 is more diverse than ever before. Our practices and interactions should be more inclusive to ensure the success of all our students. We will learn from each other and it mirrors the world we live in. Our students will gain cultural competency practices that are measurable, and we help to create an informed and active global and domestic citizenry.

How can the University Faculty Senate be part of the Diversity Network?

Reactivate/recharge Senate committee on Diversity and Affirmative Action. Dr. Henderson offered to work with the Senate to reactivate this committee. Why are Diversity and Affirmative Action linked? Affirmative Action is more about policy. Diversity should be looked at as an educational concept – not just something that affects policy. Both should be attended to. Continue to broaden our outreach to the community. She would like to help departments recruit not only at the undergraduate and graduate level but also in the recruitment and retention of faculty. Middle States Report statement that said UD is not diverse in relative or absolute terms...and that in many cases we trail our peers in every constituency group. UD's Ethnic Diversity Index (EDI) is lower than the lowest 20 institutions on the US News and World report. Average EDI of the top 20 ranked schools in 2012 was .59. Average EDI rating for UD's peer institutions is .49. The average for the lowest 20 ranked schools is .39. The UD EDI rating is .36.

How does the University Faculty Senate imagine working with the Vice Provost for Diversity?

Q&A

Senator Tinjian Hsu: The way the society sees sexual orientation and gender is very different today compared to a few decades ago.

Ms. Henderson: I am working with LGBTQ community – caucus and Haven. Nancy Brickhouse and I are in conversation with them about resources etc.

Senator Buell: Last year, we filled out a questionnaire about family life. Some of the questions on that survey relate to some of the issues that you are addressing. Can we see

copies of the results of the survey? We need to know where we need to focus based on those results.

Ms. Henderson: I have access to campus climate. Majority feel that University does a lot concerning diversity but underrepresented groups feel differently. I am working with the women's caucus as well. We will be putting forth initiatives that will improve communication between constituencies. This body (Faculty Senate) needs to be engaged in that process. I am willing to work with different groups. There are plans to develop a diversity blueprint and it is going to be a collaborative process. Please contact Dr. Henderson if you have any questions and would like to discuss this topic further.

VI. Consent Agenda: None

VII. Regular Agenda: None

VIII. Unfinished Business: None

IX. New Business: None

X. Introduction of New Business:

Sen. Dybowski: Defense project in which they transferred materials to various universities. UD received 10 M-16 rifles and 1000 bandages. Questions about whether police department on campus should be carrying "weapons of war." Require explanation from the Provost's office as to why this was requested. Suggestion to the Executive committee to investigate this. In the 70s, the National Guard came to the Kent State campus with similar guns and 4 protesters were killed. Motion was made and Galileo seconded the motion to the exec committee to follow up regarding this.

Sen. Castillo: Participating in the UD police department's community police effort. The officers of the police department do carry these rifles (locked in their cars), it remains locked and the officers carry it in case there is an active shooter on campus. Personally, makes me feel a little bit safer.

Pres. Hofstetter: We will look into best practices around the country.

Sexual Harassment Resolution: Resolution to form a commission to review current policies and procedures for addressing sexual harassment and assault allegations. Brought forward by 10 senators. Authored by Michael Chajes, Professor of Civil and Environmental Engineering.

Co-sponsored by the following Senators:

- Brian Ackerman, Psychological and Brain Sciences
- Wayne Batchis, Political Science and International Relations
- Nicole Donofrio, Plant and Soil Sciences
- Steven Eidelman, Human Development and Family Studies
- Jeffrey Heinz, Linguistics and Cognitive Science
- Tain-Jian Hsu, Civil and Environmental Engineering
- Paul Laux, Finance (lead sponsor)
- William Lewis, School of Education
- Mark Parcells, Animal and Food Sciences

- Herbert Tanner, Mechanical Engineering

RESOLUTION

- WHEREAS, sexual harassment and assault on college campuses is a nationwide problem, and
- WHEREAS, the faculty at the University of Delaware have major concerns regarding whether UD has the best policies and the means for handling such allegations, including the investigative process and the sensitivity shown to the victim's rights and welfare, and
- WHEREAS, the University of Delaware should strive to create a safe and supportive environment for all students, faculty, staff, and administrators and should provide an exemplary model for addressing sexual harassment and assault cases, therefore be it
- RESOLVED, that a commission with representation from students, faculty, staff, and administrators will be formed by the Faculty Senate Executive Committee and given the task of making recommendations for the implementation of best practices regarding policies and procedures for addressing sexual harassment and assault allegations, and be it further
- RESOLVED, that to achieve this goal the commission will work in concert with the Title IX Coordinator's efforts to review current policies at the University of Delaware and elsewhere, ensure that the community is educated regarding current policies, broadly solicit recommendations for improving current policies, develop proposed policy changes, and hold hearings to obtain input on proposed policy changes, and be it further
- RESOLVED, that the commission will develop recommendations for consideration by the full faculty senate no later than the April 2015 Faculty Senate meeting.

Motion comes moved and seconded because it has so many co-sponsors. Mover of the motion Sen. Laux is recognized. Main intent is to ask permission for Michael Chajes to speak. The objective of this is to bring the faculty to the forefront of the effort to review current policies and procedures for addressing sexual harassment and assault.

Prof. Chajes: Cites examples from University of Virginia and other institutions across the country. Some universities are coming up with new policies and we the faculty must lead the way at UD. Commended the Review and the students who rallied to express concern for their safety at UD. Called for a community and campus free of harassment and requested faculty to work towards establishing such a campus.

Pres. Hofstetter: The FWP policies are in process and those deal primarily with faculty issues. This is a broader resolution that applies to all – students, faculty, staff – everyone's rights and safety. From a procedural standpoint, the motion to form this commission needs to be voted on and it will be voted on in the Nov. 3 meeting, provided it is approved. Brian Hanson is the person to contact if you would like to serve on this commission.

Senator Castillo: On behalf of the grad students, to encourage the exec committee, to consider allowing the students to have leadership and ownership of pieces of this process that pertain to students. Pres. Hofstetter supports this suggestion.

Senator Bellamy: requested that Prof. Morgan from Physics be recognized.

Prof. Morgan: The review reported on Sep. 15 in the first week of the semester, there were 4 rapes reported to the title IX office. What can we do to prevent it?

Pres. Hofstetter: Proactive changes should be aimed in this direction.

Senator Bellamy: This is urgent. In the interest of time, suspend the rules and approve this today. Motion to suspend the rules needs a 2/3 agreement. Moved and seconded that the rules be suspended.

Parliamentarian Jebb said that a bylaw of the Senate cannot be suspended. Senator Bellamy withdrew the motion.

Senator Galileo: In response to Senator Castillo: Bylaws from the Board of Trustees give the faculty ownership. Students can have a large amount of input but students cannot have ownership.

Senator Daniel: How about a non-binding straw vote? Suggestion – Not a motion

Pres. Hofstetter: We cannot take a straw vote on the Senate floor. In order to take a straw vote, we must go into a quasi-committee of the whole. I do not believe that is going to take us anywhere, however, because this is a high priority item that clearly has broad support. It is going to take a couple of weeks to formulate the membership of the commission, talk to the Title IX coordinator, and draft the commission's charge. The executive committee can get to work on that and then we can vote on forming the commission at the November 3 faculty senate meeting.

Senator Turkell: A lot of things about the conversation in general are disturbing to me. Sexual assault happens frequently. It has been going on for a while now. It is a crucial problem but it is not a new one. The issue with sexual assault is between students – a totally different set of issues compared to sexual harassment that typically involves a faculty/staff. My daughter was involved in a sexual harassment case along with a group of students on a study abroad trip. The university handled it really well. A lot of what has been reported has been an unfair representation of how the university handles such issues. Have to look into a lot of details on how we as a community address these issues.

Senator Caro: We review sexual assault policies with the office of student conduct. We appreciate the efforts of the Title IX coordinator. We want to ensure that the Educational component is focused on going forward.

Senator Bellamy: Moved to adjourn. The motion is seconded.

Adjourned at 5:55 pm.

Such items as may come before the Senate. (No motion introduced under new business, except a motion to refer to committee, shall be acted upon until the next meeting of the Senate.)