

AGENDA
CHANCELLOR'S FACULTY ADVISORY COMMITTEE

JAMES MONROE BUILDING - 15TH FLOOR
GODWIN HAMEL BOARD ROOM
RICHMOND, VIRGINIA

October 26-27, 2006

Thursday, October 26, 2006

12:00 Noon Lunch

1:00 p.m. Welcome

Dr. Glenn DuBois, Chancellor, welcomed the members of CFAC to the VCCS System Office.

Chancellor's Report

Presentation:

Dateline '09 Half-Time Report

Dr. Glenn DuBois, Chancellor, presented the VCCS' Dateline '09 Half-Time Report. The Chancellor stated that we are three years into this six-year Dateline 2009 plan. The half-time progress report is available on the VCCS website.

Enrollment: There have been annual increases in enrollment since 2003, and projections show that if the pattern continues, the VCCS will exceed the target set in Dateline 2009

Workforce: The VCCS is well on its way to meeting its Dateline 2009 goal of serving 225,000 individuals. We have gone from 125,000 to 170,000 and we're on target to reach our goal of 225,000.

Affordable Tuition: Since 2003, guided by Dateline's tuition goal, students in Virginia's community colleges have seen modest, predictable increases. In the past three years, increases necessary to meet the ever-rising cost of post-secondary public education have varied between 6.32 percent and 6.53 percent. In 2006, in-state tuition and mandatory fees for the VCCS were \$2,135. Average

tuition and fees at Virginia's public senior institutions were \$6,064.

Graduation and Retention: The VCCS graduation rate as reported in the national IPEDS database was 16.2 percent for the fall 2002 cohort of students. The average among the VCCS peer institutions for that same cohort was 21 percent.

It was acknowledged that while VCCS colleges compared favorably to national peer colleges on retention, VCCS still needs to improve to reach top-ten status. VCCS colleges collectively managed a retention rate of 59% for full-time students in Fall 2005. However, the 90th percentile rate for all peers was 67%.

Transfer: The VCCS has made great strides in developing partnerships that will help achieve the transfer goal. During 2005-2006, the VCCS signed agreements with a number of four-year institutions, including the University of Virginia and the College of William and Mary. To date, ten system-wide guaranteed admission agreements have been signed that will afford VCCS students increased access to baccalaureate programs.

The transfer rate has progressively increased since 2002, with the 2004-2005 transfer rate at 52.1 percent. This number is expected to increase over the next few years.

Dual Enrollment: The aggregate number of high school students taking dual enrollment courses has steadily increased since 2002 with the 2005-06 enrollment reaching 24,923. Over the last three academic years, the enrollment in dual enrollment courses has nearly doubled. The trend places the VCCS on a track that is just short of the Dateline 2009 goal.

Private Funding: The collective value of VCCS foundations has grown more than \$41.6 million. Having achieved nearly 77 percent of the Dateline goal, this increase in foundation holdings does not take into consideration the millions of dollars that have been expended by foundations for scholarships, facilities, and faculty development.

Discussion:

1. Legislative Priorities, Dr. Glenn DuBois, Chancellor and Ms. Karen Petersen, Executive Vice Chancellor

It was noted that the 2007 General Assembly Session will be a short session, a time for tweaking the budget. We will not see major appropriations. The one major funding the VCCS is seeking funding for is the VCCS Transfer Scholarship Proposal. Even though legislation was not enacted by the House during 2006 General Assembly session, the Community College Transfer Scholarship legislation received very favorable attention from the legislators. The proposed program is both means and merit based. To be eligible to receive a grant, a community college graduate must have maintained a cumulative grade point average of at least 3.0 on a scale of 4.0 or its equivalent while enrolled in an associate degree program at a Virginia community college, have applied for financial aid, and (iii) have financial need, defined by having a family income of equal to or less than 150 percent of Virginia median family income, or 150 percent of the median family income of their home locality, whichever is greater.

Ms. Karen Petersen, Executive Vice Chancellor, noted that SCHEV has made its recommendations on VCCS issues like faculty salaries, financial aid, etc. The VCCS has endorsed what SCHEV has recommended.

2. Full-time Faculty Increases Since 2002, Ms. Pamela Currey, Associate Vice Chancellor for Budget & Planning

Ms. Pam Currey, Associate Vice Chancellor for Budget & Planning, said that the state has maintained a goal of faculty salaries at the 60th percentile of their national peers. It is difficult to measure progress on this goal because only 58% of full-time faculty on staff in 2002 was still on staff in 2005. Ms. Currey noted that the directive of the State Board has been carried out but the overall effect has been diluted due to new faculty hired at lower salaries. New faculty typically are hired at a lower salary, which pulls down the overall faculty salary average. In addition, salary funds are stretched further as they are used to add more full-time instead of part-time faculty. Ms. Petersen noted that the VCCS was doing a better job recruiting faculty thanks to the faculty salary increases authorized by the State Board. The proposal would support the continued

progress of moving faculty salaries towards the 60th percentile of national peers.

3. Criteria for Chancellor's Award for Teaching Excellence, Dr. Gretchen Schmidt, Director of Educational Policy

At the spring meeting of CFAC, representatives asked the Chancellor to develop a VCCS award for teaching excellence that would recognize the work of outstanding faculty. It was noted that many excellent community college faculty do not apply to the SCHEV recognition program due to its extensive and time consuming process.

Dr. Gretchen Schmidt, Director of Educational Policy, stated that the Chancellor approved the idea of an award for a Chancellor's Award for Teaching Excellence. The Chancellor's Award for Teaching Excellence will be awarded annually to one teaching faculty member in the VCCS who distinctly represents the teaching excellence found at VCCS colleges. The criteria on which the recipient is selected reflect instructional effectiveness, student focus, discipline competence, and personal attributes. The award provides the recipient with a VCCS medallion suitable for wearing with academic regalia and \$5,000. Only one applicant from each college will be accepted.

A handout was distributed which included the description of the Chancellor's Award for Teaching Excellence and a Detailed Criteria for the Chancellor's Award for Teaching Excellence.

4. SCHEV Outstanding Faculty Award Nomination Process, Dr. Monty Sullivan, Vice Chancellor for Academic Services & Research

Dr. Monty Sullivan, Vice Chancellor for Academic Services & Research stated the VCCS Academic, Student Services and Research staff coordinated a workshop in July for college representatives that would be involved in the award submission process. Sixteen representatives from 12 colleges and the System Office attended. Discussion topics included an overview of the nomination process, tips and techniques from those who have been successful with nominations, and some examples and timelines of how colleges can effectively coordinate the process.

The list of suggestions from the workshop and the 2007 Award Guidelines can be found at <http://www.vccs.edu/vccsasr/OFAWorkshopSuggestions072406.doc>

5. SCHEV Performance Standards Under the Restructuring Act – Dr. Monty Sullivan, Vice Chancellor for Academic Services and Research

Dr. Monty Sullivan, Vice Chancellor for Academic Services and Research provided copies of the VCCS Institutional Performance Standards report submitted to the State Council of Higher Education for Virginia (SCHEV). The Institutional Performance Standards were established by the General Assembly in the 2006 session. The Institutional Performance Standards Targets will be used in assessing the VCCS as a sector to determine success in meeting the parameters of the Restructuring Education Act. The targets are currently under review by SCHEV staff. The final targets will be established jointly with SCHEV staff.

It was stated that institutions are expected to achieve their agreed upon targets and standards on all performance measures in order to be certified by SCHEV.

It was also noted that the standards presented are reachable, reasonable and achievable and are similar to Dateline 2009 goals.

6. Guaranteed Admission Agreement Update – Dr. Monty Sullivan, Vice Chancellor for Academic Services and Research

Dr. Monty Sullivan, Vice Chancellor for Academic Services and Research, provided an update on the Guaranteed Admission Agreements. Currently, there are ten signed agreements and several agreements being negotiated.

For more information on the guaranteed admission agreements visit www.vccs.edu/vccsasr/agreements.htm.

7. SIS Version 8.9 Update, Dr. Neil Matkin, Vice Chancellor for Information Technology Services

Dr. Neil Matkin, Vice Chancellor for Information Technology Services, stated that the overall project remains on track. Dr. Matkin informed the group that the updated version is user friendly and is still being fine tuned. The next upgrade will not be for another five years.

Dr. Matkin reported the VCCS will look at some of the issues brought up by the members. Dr. Matkin and his staff will also address the duplicate Emp1ID issue and the possibility of accessing other sensitive data with a few keystrokes. He also stated that plus/minus grades can be implemented in PeopleSoft.

8. Faculty Leave Clarification – Dr. Christopher Lee, Associate Vice Chancellor for Human Resource Services

It was noted that there are many parts to this issue (time spent teaching, office hours, and other work). Dr. Christopher Lee, Associate Vice Chancellor for Human Resource Services, stated that this proposal would change the vacation leave accrual for administrative and professional faculty and presidents. The proposed changes would make the VCCS more competitive in recruiting and retaining administrators since our current practice of awarding leave for senior administrators is based upon years of service. Our policy and practice is not competitive with state universities in Virginia or community colleges nationwide.

One CFAC member stated that some faculty are forced to take leave due to children, etc., and cannot miss class. If one teaches class and only needs one hour to take leave for children or needs to leave an hour early, he or she may be forced to take four hours, while staff and administrators can take leave in one-hour increments. The difference in leave policy is due to the different schedules of teaching faculty compared to administrative faculty. It appears that leave policy is interpreted in different ways at different colleges. Dr. Lee will talk to Human Resources directors about the different interpretations or applications of the policy, however a change in policy was not recommended. It was also suggested that Dr. Lee should talk to the deans. Dr. Lee will work with Dr. Sullivan in addressing this issue.

9. Update on Chancellor's Faculty Diversity Initiative, Dr. Christopher Lee, Associate Vice Chancellor for Human Resource Services

Nearly two dozen graduate students are scheduled to teach a VCCS course this fall. The students come primarily from Virginia Commonwealth University, Hampton University, and Old Dominion University. The VCCS colleges that have placed students are JSRCC, JTCC, TNCC, and TCC. Additional students are being recruited to participate in the pilot program for the spring semester.

The lessons learned from the recruiting and networking undertaken since April are being used to establish memoranda of agreements with participating universities. These lessons are also being used to establish guidelines by which the program can be formalized and replicated throughout the VCCS. Overall, the methodology utilized in this pilot program represents a tremendous untapped network from which to recruit future full-time faculty members.

10. Proposed Policy Revision to Table 5-1 of the VCCS Policy Manual, Dr. Monty Sullivan, Vice Chancellor for Academic Services & Research

It was noted that a subcommittee in 2004 reviewed Section 5 (Educational Programs) of the VCCS Policy Manual. The charge was to examine and recommend revisions where appropriate to the current status of general education in relationship to SCHEV core competencies requirements and SACS guidelines for general education. After much study and review, the Advisory Council of Presidents recommended revision to Table 5-1 by replacing it with Table 5-1A and Table 5-1B. Table 5-1A addresses the general education goals and objectives across the curriculum and allows colleges to map specific curricular courses to each of the general education goal areas while Table 5-1B is a revision of the current Table 5-1 that emphasizes the minimum subject area requirements for Associate Degrees in the VCCS. Colleges are free to exceed these minimum subject area requirements to meet local needs. The revision would provide for a more flexible credit-hour distribution model.

11. Questions on Student Application Forms, Dr. Monty Sullivan, Vice Chancellor for Academic Services and Research

Dr. Monty Sullivan, Vice Chancellor for Academic Services and Research, stated that at this time we are identifying what data we would like to gather. We are currently drafting language to be incorporated for fall 07.

There is a draft of the application document that seeks to determine information such as is one a first-generation college student, by adding questions that ask the educational level of one's mother and father. Another question might be: "Are you interested in applying for financial aid. It was reported that Dr. Neil Matkin, Vice Chancellor for Information Technology Services, is working on the technical logistics of these additional questions.

12. College Enforcement of System Level Course Prerequisites, Dr. Monty Sullivan, Vice Chancellor for Academic Services & Research

A list of 17 high-volume, transfer-oriented courses have been identified as appropriate for system-wide application of prerequisites. The list will be presented to ASAC in late March for their consideration.

13. Chancellor's Faculty Fellowship and Professorship Programs – Dr. Monty Sullivan, Vice Chancellor for Academic Services & Research

A summary sheet was distributed describing financial support and the timelines to submit materials for those interested in participating in the fellowship or professorship programs.

14. Student Progress Measurement in Core Competency Assessment, Dr. Monty Sullivan, Vice Chancellor for Academic Services and Research

There is a movement to continue the core competency assessment. The focus is on value added. The students should be assessed as a student moves into a degree/certificate program and then assessed after. Ours is currently a post-test without a pre-test. This will be added to the spring meeting agenda when we know more.

It was reported that in 1999, the Governor's Blue Ribbon Commission on Higher Education identified six "core competency" areas – areas of knowledge and skill that supersede majors, disciplines, and institutional missions – in which it held that students should be competent upon graduation. The Commission recommended that these areas be assessed regularly and the results of such assessments be shared with the public. The six competency areas included: Written Communication, Oral Communication, Quantitative Reasoning, Scientific Reasoning, Information-technology Literacy, and Critical Thinking. The State Council of Higher Education later adopted these six core competencies and asked institutions to report on two areas per year beginning in 2002, and with the last two competencies reported in 2006.

This year, four-year public institutions completed the first cycle of core competency assessment; two-year public institutions will complete the first cycle in 2007. In the interest of continuous improvement, SCHEV staff appointed the Assessment of Student Learning (ASL) Task Force in November 2005 to discuss institutional experiences with the core competencies and to recommend improvements to the process for the next cycle.

15. Certifications – Credit for Advancement, Dr. Christopher Lee, Associate Vice Chancellor for Human Resource Services

The Chancellor and Dr. Christopher Lee, Associate Vice Chancellor for Human Resources, indicated that the VCCS has not been able to determine a way to make credit for certifications work within the existing policy of advancement. However, some disciplines require credentials and certifications that are not offered as academic, graduate-level work. The existing policy does not give a faculty member any credit for advancement for these required credentials and certifications. Some examples are certain certifications for IT faculty. There was a suggestion to submit this issue to peer groups for input to find out what kind of qualifications or credential are required of various disciplines.

Friday, October 27, 2006

The spring 2007 the CFAC meeting is scheduled for Thursday and Friday, March 15-16, 2007.

Tom Sparhawk, Chair of the Chancellor's Faculty Advisory Committee, thanked the Chancellor, on behalf of the CFAC, for setting up the Outstanding Faculty Award.

Concerning ASAC representation on CFAC, the members voted on Thursday, October 26 to have an ASAC member attend CFAC meetings as a non-voting attendee. The Chancellor agreed to this representation.

It was request by the Chancellor's Faculty Advisory Committee to start the meeting at 12:30 p.m. so that they would have more time to deliberate.

Discussion of Topics of Interest to Advisory Committee:

Salary, Retirement, Benefits:

1. A discussion on salary:

a. Compression

b. Faculty being paid under their rank minimum

c. Rate differential among those of equal rank.

Ms. Karen Petersen, Executive Vice Chancellor, indicated that new policies are in place that allow presidents more flexibility in making salary adjustments for existing faculty if alignment issues arise due to the salaries offered to new hires. New hiring practices will help to attract new faculty and new flexibility in salary policies will help retain quality faculty. The bottom line for the presidents, however, will still be the amount of resources available to make salary adjustments and still determines how much flexibility each president has to make salary adjustments.

Dr. Christopher Lee, Associate Vice Chancellor for Human Resource Services, stated that based on data, the issue of being hired above the salary rate of existing, experienced faculty is not prevalent across the system.

One faculty member brought in the example of the public school step system and proposed we have a step schedule. Ms. Petersen indicated that the state is moving away from the use of a step system. Classified employee salary scales no longer have a step system and the Presidents no longer have a step system. Increases in pay for longevity are no longer the norm and pay bands or ranges are being used to reward performance and to provide managers with more flexibility in hiring.

2. **What is the rationale for faculty to have to take leave in four-hour blocks while administrators can take leave in one-hour blocks?**

It was stated that there are many parts to this issue and it keeps resurfacing. What should the minimum length of leave be if less than four hours? It appears that the leave policy is interpreted in different ways at different colleges. Dr. Christopher Lee, Associate Vice Chancellor for Human Resource Services, will talk to Human Resources directors and also work with Dr. Monty Sullivan, Vice Chancellor for Academic Services and Research regarding implementation of the existing policy, however no changes were proposed to the policy.

3. **Update on Retirement Incentives**

Dr. Christopher Lee, Associate Vice Chancellor for Human Resource Services, provided handouts for the Voluntary Early Retirement Incentive Program updates. Dr. Lee stated that the program is not designed for large numbers of people, but is a strategic tool to be used in the best interest of the institutions. It was noted that each president will determine his college's participation and the criteria for participation. Dr. Lee stated that to be eligible for this program, teaching faculty must be at least 60 years of age; have completed at least 10 years of full-time service at the current college of employment; have the right to continued contractual employment in a non-restricted position; agree to withdraw from active membership in the Virginia Retirement System, or from active participation in an ORP if applicable; and submit application materials by any established application deadlines.

A CFAC member asked for clarification regarding the break in service policy. Dr. Lee stated that if a faculty member wants to come back and teach, they must have a break in service, according to the VRS and IRS policies.

Tom Sparhawk, Chair of CFAC, asked Dr. Lee to put together some different retirement possibilities and check on their legality and feasibility.

4. **Chancellor's Fellowship Program: Could educational opportunities be spread over a longer period of time so that faculty can take a course or two at a time?**

Tom Sparhawk, Chair of CFAC, stated that there are many people who want to take advantage of Chancellor's Fellowship Program, but cannot take the sabbatical and half-pay to participate. He asked the Chancellor if there could be an option of someone being eligible for the program, but he or she could spread it over a number of years on a part-time basis. It was also mentioned that at the college level, the tuition reimbursement situation varies greatly, so this may not be an option for many. Dr. Monty Sullivan said that the professional development committee will be

assessing all of professional development and will be examining this issue under this broad review.

It was stated by one member that the Fellowship only covers doctoral hours, not the 15 hours that one may need for promotion to the next level. The Chancellor replied that we are also leaving Professorship money on the table and that program is more flexible. Dr. Monty Sullivan also stated that this money can be for coursework, not just projects.

CFAC representatives wanted to know if there are options for adjunct faculty? According to one member, their college has opened up local professional development funds for adjuncts. Dr. Christopher Lee, Associate Vice Chancellor for Human Resource Services, responded that adjuncts are not eligible under current policy for some professional development opportunities, however, he noted that a new policy effective next year would allow all employees including adjunct faculty to take courses on campus at zero cost.

Dr. Lee stated that most colleges have some sort of funding for coursework, but the funding mechanism and amount varies from college to college. Some campuses do support adjunct professional development. In regards to Fellowship, the Chancellor noted that a lot of professorship monies are being left on the table.

Academic Issues:

1. Plus/Minus grades: Is there any system difficulty with implementing +/- grades?

The question was asked if the VCCS had any difficulties with the group pursuing this topic. The Chancellor responded that he likes the idea, but students sometimes do not like this grading mechanism. However, it can be done in PeopleSoft. The Chancellor indicated that in this case, we need to be more like one system instead of 23 colleges and there must be agreement before moving forward on such a change. Dr. Sullivan reminded the group that if CFAC has a recommendation in the future, please bring it to ASAC.

The Chancellor's Faculty Advisory Committee will poll faculty and provide results by the end of the year. Tom Sparhawk, Chair of CFAC will put together the language for the poll and will send out next week.

2. How could the Governor's Telecommuting Policy apply to the VCCS? How could this policy apply to office hour policy?

Need to canvass practice at other community colleges and see what is going on nationally in the virtual format. It was noted interaction outside of classroom inspires students. Time needs to be hands on/face-to-face

interaction. It was noted that Sections 5 and 6 of the VCCS *Policy Manual* do not deal with electronic classroom.

3. Could we develop a better way to integrate peer group recommendations into policy discussion?

Dr. Monty Sullivan, Vice Chancellor for Academic Services & Research, provided information regarding a biology recommendation of prerequisite and the dissention which occurred and the failure of two vice presidents to sign off on the recommendation because of the dissention.

This issue of peer groups and potential changes will be put on the agenda for the next meeting.

4. Faculty are still concerned about the elimination of the computer competency requirement and diminished health and physical education credits in Table 5.1.

One issue is should it be a freshman course or a pre-freshman skill? Students, if they do not meet the proficiency level, could be placed into a computer literacy/competency course to remediate the deficiency. One member suggested that there should be two levels of competency: a minimum requirement for distance learning and other courses and a level for graduation. Entry level computer skills are too low for graduation. The group was reminded that computer literacy skills are required.

Miscellaneous:

1. Why haven't we been receiving newsletters/updates on policy changes, academic changes, and workforce changes as we were promised?

At the next and future meetings, the VCCS will post what is available prior to the meeting.

2. We request that current documents for CFAC be posted to the BlackBoard site and that future documents be posted in advance of the meeting.

The current documents will be posted on BlackBoard. In the future, materials that are available prior to the meeting will be posted to give CFAC a chance to review documents and share with faculty.

3. Where do we stand on the new VCCS website design?

The Chancellor reported that the VCCS has contracted with an organization and the VCCS Website should be up and running in January. The Chancellor also presented choices of the VCCS logo.

The CFAC group asked about an Outstanding Website Award for our colleges. The Chancellor said he would think about this. It was noted that the Virginia Community College Association gives annual publication awards and perhaps this would be a venue for such an award. Also, best practices and models for Websites will be provided to the colleges.

4. We would like a copy of the dual enrollment audit from Dr. Sullivan and could we have the checklist that the auditors were using?

Dr. Monty Sullivan stated that audit and checklist will be released around January and February and we will receive a copy when it is ready. The Chancellor stressed the importance of SACS criteria and credentialed instructors in dual enrollment programs.

5. Update on system-provided Internet access to faculty.

The issue will be revisited.

Meeting adjourned at 1:00 p.m.