

Faculty Senate Meeting

October 5, 2016, 2:30 PM to 5:00 PM

Butler Board Room

- 1) **Diversity and Campus Climate Discussion** – Students Leaders (2:30)
- 2) **Diversity and Inclusion Faculty Working Group, RiSE (Reinventing the Student Experience), and Expectations & Guidelines for Faculty Conduct at AU Updates** - Larry Engel (3:30)
- 3) **Conclusion to Discussion with Students Regarding Diversity and Campus Climate** – Todd Eisenstadt – (3:40)
- 4) **Chair’s Report** – Todd Eisenstadt (3:45)
 - a) September 14, 2016 minutes approval*
- 5) **Provost’s Report** – Scott Bass (3:50)
- 6) **Committee on Faculty Grievances Faculty Manual Change (pg. 17, section iv)** – Larry Engel (4:00) *
- 7) **Senate Standing Committee’s Annual Reports** – (4:10)
 - a) Committee on Faculty Grievances – Stacey Marien & Don Williamson *
 - b) Committee on Undergraduate Curriculum – Maria Gomez *
 - c) Committee on Graduate Curriculum – Jun Lu *
 - d) Committee on Information Services – Joseph Mortati *
 - e) Committee on Academic Budget and Benefits – Olivia Ivey *
 - f) Committee on Faculty Actions – Steve Silvia*
 - g) Committee on Learning Assessment – David Banks *
- 8) **University Budget** – Todd Eisenstadt (4:25) *

***= Handouts Included**

Minutes
Faculty Senate Meeting

September 14, 2016

***** The complete recording for this meeting can be found at <http://www.american.edu./facultysenate/agendas-minutes.cfm>**

Present: Professors: Todd Eisenstadt, Larry Engel, Andrea Pearson, Karen Baehler, David Banks, Kyle Brannon, Quetzalli Barrientos, Tim Dodd, John Douglass, Chris Edelson, Bryan Fantie, Maria Gomez, John Heywood, Olivia Ivey, Kelly Joyner, Ken Knight, Iris Krasnow, Emily Lindsay, Jun Lu, Joseph Mortati, Cathy Schaeff, Steve Silvia, Chris Simpson, Kate Wilson, Zehra Peynircioglu, Shalini Venturelli, Provost Scott Bass, DAA Mary L. Clark.

Welcome and Introduction of New Senators – Todd Eisenstadt

Professor Eisenstadt welcomed all Senators to the meeting. He thanked them all for their service and stated that he was looking forward to a productive year. He introduced all the new Senators individually. Professors Quetzalli Barrientos (Univ. Lib), Tim Dodd (CAS), John Douglass (SOC), Bryan Fantie (SOC at-large), John Heywood (WCL) Ken Knight (CAS), Emily Lindsay (KSB), Joseph Mortati (CIS Chair), Cathy Schaeff (CAS), Zehra Peynircioglu (CAS), Shalini Venturelli (SIS at-large). All returning senators also introduced themselves.

Presidential Search Committee Faculty Members Discussion with Senate – Sarah Menke-Fish, Kiho Kim, Sharon Weiner

Professor Menke-Fish stated that the members present from the committee would like to hear from their colleagues on any further requests that they might have during the search. She stated that she would be very limited in what she could say, but the committee was moving forward as stated on the original time-line. Several listening sessions have been taking place to accommodate all constituents on campus.

Professor Eisenstadt stated that the newly elected unit auxiliary group members are as follows; WCL, Elizabeth Boals, SPA, Lewis Faulk, SOC, Russell Williams, SIS, Paul Wapner, KSB, Mark Clark, SPExS, Jason Fabrikant, University Library, Gwendolyn Reece, CAS, Max Paul Freeman, Roberta Rubinstein, and Chris Tudge.

Chair's Report – Todd Eisenstadt

Approval of the May 4, 2016 & May 11, 2016 Minutes

Professor Eisenstadt asked the Senate if there was any discussion or comments for the May 4 minutes and there was none. The minutes were **VOTED** on and approved 22-0-1. The May 11 minutes were opened for discussion or comments and there were none. The minutes were **VOTED** on and approved 22-0-1.

Election of Bryan Fantie and Emily Lindsay for the AY 2016-2017 Executive Committee

Professor Eisenstadt presented to the Senate the at-large and additional senator nominees Bryan Fantie and Emily Lindsay to be approved by the Senate. The Senators **VOTED** and approved the nominations by voice in favor.

Provost's Report – Scott Bass

Provost Bass welcomed everyone back. He stated the following in his report;

- The university has welcomed three new deans. John Delany at KSB, Camille Nelson at WCL and Cheryl Holcomb-McCoy at the School of Education. Additionally, he stated that another member of leadership he would like to welcome is Jessica Waters the new Vice Provost for Undergraduate Studies.
- The RiSE report was submitted to the Mellon Foundation on time which has received positive comments from the Foundation but also it was stated that they have funded the initial concept and ask we move forward in seeking additional funding. They would then be willing to discuss additional financial support. Pilots have begun with the core curriculum specifically the AU Experience 1 which is the transitions class from high school to college. Piloting has also taken place with advising across campus in various units to learn what students and parents are seeking in the advising process. Complex problems piloting has also begun. All of these pilot results will be brought back to the Senate for review.
- Enrollment for the incoming class has been achieved right on the target number of 1700. 20% are Pell eligible, 10% first generation and 30% under represented minority's. Retention for the freshman to sophomore student has improved to 90.1%. Previous numbers have been in the high 80's.
- Graduate enrollment numbers have continued to be low however with the growth in the online programs verses the face to face credits, the numbers are increasing bringing enrollment growth in the graduate level. WCL has met the projected enrollment numbers plus ten students. This year more financial aid was offered and accepted which was an increased expense to the school however, by attracting these additional students the LSAT has increased from 155 to 156 and overall GPA numbers have increased from a 3.33 to 3.40.

Fall Eastern Shore Faculty Retreat Update – Mary L. Clark

DAA Clark stated that on the weekend of October 14 &15 the university will be participating in the fall retreat held at the Chesapeake Hyatt on the Eastern Shore. The theme of the retreat is "One AU Culture and Community." This year's retreat will include both faculty and staff.

Change in Academic Grade Grievance Policy – Jessica Waters

VPUG Waters stated that the current Student Academic Grade Grievances Policy has gone through a complete re-write. She explained the following issues that needed clarity;

- What is grievable and what is not
- Shortening timelines
- Clarify and simplifying the process

Further discussion was had with the VPUG and Senators to the specifics of this policy. The Senate **VOTED** 22-0-1 in favor.

Budget Update – Olivia Ivey

Librarian Ivey stated that the University Budget Committee will be appointing membership this week. This group will begin meeting soon and suggested to bring any items to this group quickly. She reminded the Senators that items they would like to address within your units to contact the unit rep and let them know. The town hall dates have not been set yet but Librarian Ivey reported that in the past they happened between Dec and early Feb. The process will be finished in Feb to meet the Presidents deadline. The Senators had further discussion on possible tuition and salary increases in the upcoming budget.

Term Faculty Salary Resolution – Todd Eisenstadt

Professor Pearson stated that at the Senate meeting in March of 2014 the Faculty Senate ad-hoc Term Faculty Committee requested to increase Term Faculty Salaries within the next budget cycle. The university did include in the budget for 2015-2016 finances to increase the Term Faculty salaries over the two years. The Senate leadership has written a new resolution to continue this effort. The Executive approved the following resolution to be voted on and approved by the Senate.

The Faculty Senate appreciates that the university has begun to address term-faculty salaries, particularly the process underway to raise the lowest term-faculty salaries. While we recognize there is still more to be done, we applaud the fact that AU is now in the 80th percentile—the top tier—for the AAUP salary rankings for instructors. We are concerned, however, that compensation both for the lowest-paid and for long-serving term faculty still remains inadequate, given the extraordinary cost of living in the DC area and the possibility that some term faculty are unlikely or unable to take advantage of certain benefits included in total compensation, such as the matching retirement contributions. In addition, there remains significant inequity between term and tenure-line salaries. Therefore, we call on the Academic Budget and Benefits Committee, the University Budget Committee, the university administration, and the Board of Trustees to continue to support increases for the lowest-paid term faculty and to begin to attend to the low wages of long-serving career term faculty.

The Senate **VOTED** and the resolution was approved 21-0-0.

The meeting was adjourned at 4:40 PM

Resolution on Term Faculty Salaries – Todd Eisenstadt

Senate Executive Committee Meeting

September 21, 2016, 10:00AM to 12:00 PM

Senate Conference Room

- 1) Freshman Forgiveness – Jessica Waters (10:00) *
- 2) Academic Integrity Code – Jessica Waters (10:15)
- 3) Chair’s Report – Todd Eisenstadt (10:30)
 - a) Welcome new EC members Bryan Fantie & Emily Lindsay
 - b) Campus Climate Problems and what the Senate might do
 - c) Budget Resolutions (tenure line faculty, PhD student’s salaries, support for tuition increase)
 - d) Internal Senate by-law process for appointing chair when no one volunteers
- 4) Provost’s Report – (10:45)
- 5) Committee on Faculty Grievance Manual Change, Pg. 17, Sec iv) – Larry Engel (11:00) *
- 6) Standing Committee Annual Reports – Andrea Pearson (11:15) *

- **Handouts included**

Executive Committee Minutes

September 21, 2016, 10:00 AM to 12:00 PM

Senate Conference Room

In Attendance; Todd Eisenstadt, Andrea Pearson, Larry Engel, Emily Lindsay, Maria Gomez, Jun Lu, Bryan Fantie, Provost Scott Bass and DAA Mary L. Clark

Freshman Forgiveness – Jessica Waters

VPUG Waters stated that the current policy does not specify an accurate time line for a student to request the use of the Freshman Forgiveness policy. The change presented was to clarify that students have “one calendar year from the date that the course was satisfactorily completed to request freshman forgiveness to be applied to their record.” The Executive committee agreed this was a minor editorial change and voted unanimously in favor.

Academic Integrity Code (AIC) – Jessica Waters

VPUG Waters reported to the Executive Committee that the review of the current Academic Integrity Code process has begun. It has been found that there is a large variety of ways to report AIC from the units and her office has begun to review the AIC to make a more uniform policy. She stated that she will begin work with Karen Frosliid-Jones using the comparison of CAS and SPA’s current code data.

Chair’s Report – Todd Eisenstadt

Professor Eisenstadt’s report included the following:

- Welcome to Emily Lindsay and Bryan Fantie as the two new elected senators to the Executive Committee
- Discussion on the Campus Climate problems focused on how to best reach out to students and let them know that the faculty are also concerned. After committee discussion it was agreed that an invitation would be sent to the student leaders of the minority organizations on campus to attend the October Senate meeting where they would be able to voice their concerns and to be heard by the faculty.
- Three draft resolutions were discussed and edited on tenure-line faculty salaries, Ph’D student salaries and a tuition increase. These resolutions will be presented to the Senate in October.
- A discussion to resolve the process for electing chairs for Senate committees when no one volunteers from the committee was had. It has been a reoccurring problem for the Undergraduate & Graduate Curriculum Committee and possible revisions to the language in

the Senate by-law process was discussed. The committee agreed to return to this issue in the spring.

Provost's Report – Scott Bass

Provost Bass stated the following in his report:

- The current enrollment numbers for the incoming first year class have been met as planned. Graduate numbers have fallen short in the face to face setting but due to the increase of enrollments in the online classes, the numbers have been met.
- The campus climate with recent events is a great concern. The administration and leadership across campus is working continuously to address these issues.
- Discussion was had about the Airlie Center gift to the university and how best this facility can serve the university.

Committee on Faculty Grievance (CFG) Faculty Manual Change, Pg. 17, Sec iv – Larry Engel

Professor Engel stated that the presented CFG Faculty Manual change has been reviewed with the DAA and is a clear statement. It was not approved by the Senate in the spring of 2016 and was sent back for revision but after further review it was determined that the language was clear and in line with the appeals and grievance process in the Faculty Manual. This item will be presented again to the Senate at the October meeting.

The Executive Committee went into Executive Session

Standing Committee Annual Reports – Andrea Pearson

Professor Pearson stated that the annual reports from last year's senate standing committees will be presented to the Senate at the October meeting. Discussion was also had on developing a template for all committees to use to report progress of their work throughout the year.

The meeting adjourned at 12:00 PM

Proposed Faculty Manual Changes

Pg. 17, section iv. Committee on Faculty Grievances
<i>Current Language as written in Faculty Manual</i>
<p>The committee represents the Faculty Senate in matters any faculty member, faculty committee, teaching unit council, or administrative officer refers to it. The committee is the primary instrument in university governance for faculty review of grievances. It accepts the submission of a grievance on any subject relating to a faculty member's professional functioning at American University. It reviews grievances presented to it and makes recommendations for settling them, in accordance with the procedures specified in the relevant sections in this <i>Manual</i>. The committee refers grievances regarding discrimination or sexual harassment to the Dean of Academic Affairs for resolution in accordance with university policies. At the discretion of the committee, there may be additional instances in which grievances are referred to the appropriate party. The committee's recommendations provide means for resolving differences affecting the interests and welfare of faculty members and the university.</p>
<i>Proposed Language with Additions Highlighted</i>
<p>The committee represents the Faculty Senate in matters any faculty member, faculty committee, teaching unit council, or administrative officer refers to it. The committee is the primary instrument in university governance for faculty review of grievances. It accepts the submission of a grievance on any subject relating to a faculty member's professional functioning at American University. It reviews grievances presented to it and makes recommendations for settling them, in accordance with the procedures specified in the relevant sections in this <i>Manual</i>. The committee refers grievances regarding discrimination or sexual harassment to the Dean of Academic Affairs for resolution in accordance with university policies, except in cases filed under the Appeal Procedures for Denial of Reappointment, Tenure, Continuing Appointment, or Promotion of Tenure-Line Faculty, Certain Multi-Year-Contract Term, and Continuing-Appointment Faculty as outlined in this <i>Manual</i>. At the discretion of the committee, there may be additional instances in which grievances are referred to the appropriate party. The committee's recommendations provide means for resolving differences affecting the interests and welfare of faculty members and the university.</p>
<i>Rationale for Change</i>
<p>This change conforms the provision to reflect accurately what is provided in the appeals and grievances sections of the Fac Manual This language clarifies the difference between what is grievable here and what is appealable in a later section of the manual. (19 section d, page 52)</p>

FINAL REPORT TO SENATE FROM THE COMMITTEE ON FACULTY GRIEVANCES

The committee reviewed one grievance this year, concerning a denial of promotion to Full Professor. This case brought up a question about the language in the faculty manual concerning Conflict of Interest. The CFG recommends that new language be crafted to clarify the role of the DAA in assessing and identifying conflicts of interest among faculty members. We have circulated a draft of language changes to relevant parties and will continue to work on this in Fall 2016.

To: Larry Engel, Chair of the Faculty Senate
From: Maria Gomez, Chair Committee on Undergraduate Curriculum

Undergraduate Curriculum Committee Report
AY 2015-2016 (September 1st-April 5th)

1. Members

The following members served on the Faculty Senate Undergraduate Curriculum Committee (GCC) in AY 2015-2016:

Chuck Cox, Heather Heckel, Corrine Hoare, Gregg Ivers, Michael Mass, Michael Matos, Aaron Torop (student representative) and Maria Gomez (Chair, Summer 2014).

2. Work completed

- a. The UCC has successfully managed a two-week turnaround time for proposals that do not need revision.
- b. From September 2015-Present, the UCC reviewed
 - a. 24 New courses
Most of the new courses are from CAS, although we have 3 from Kogod and a couple from SPA
 - b. 5 Significant changes in degree program
Including changes in two majors, one minor and two certificates
 - c. 1 Individualized major and 1 individualize minor
 - d. 2 New Certificates

One new course was not approved because it overlapped with courses offered by another unit.

3. Areas of improvement:

- a. We partially accomplished our goal of improving the committee member's participation however is not 100% yet.
- b. To increase the communication between members of the committee.

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Graduate Curriculum Committee Report, AY 2015-2016

1. Members

The following members served on the Faculty Senate Graduate Curriculum Committee (GCC) in AY 2015-2016:

Augustine Duru (KBS), Laura Juliano (CAS), Wendy Melillo (SOC), Robin Broad (SIS), Taryn Morrissey (SPA), Christian Maisch (SPEXs), Gwendolyn Reese (LIB), Jon Cybulski (Graduate Leadership Council), Jonathan Tubman (ex officio, non-voting) and Jun Lu (CAS, committee chair).

2. Activities:

- a. In September 2015, GCC members met and discussed the workflow and the review guideline. The committee decided to keep them unchanged. The committee also elected Jun Lu to chair the committee for AY 2015-2016.
- b. Since Fall 2012, all course and program proposals have been reviewed, discussed and voted online via Sharepoint. When there are major concerns about a proposal that requires face-to-face discussion, meetings with the proposal authors will be scheduled.
- c. The GCC reviewed, discussed and approved 9 program proposals and 39 course proposals in AY 2015-2016 (summer not included). There were 4 online program proposals and 24 online course proposals. Among the 9 program proposals, there were 5 new programs and 2 terminations of graduate certificate. SPEXs proposed 3 new online MS programs and related courses under its Professional Studies Success Model.
- d. The GCC has successfully managed a two-week (less in most cases) turnaround time for proposals that do not need clarification or revision.
- e. The GCC will continue reviewing proposal during the summer session.

3. The new GCC for AY 2016 will meet in September to discuss the following:

- a. Elect committee chair for AY 2016-2017.
- b. Discuss review guideline and workflow.
- c. Address questions from committee members.

Committee on Information Services
2015-2016 Annual Report
Submitted 26 April 2016

Members of the Committee on Information Services (CIS): Chris Simpson (SOC) (co-chair), Joseph Mortati (KSB) (co-chair), Amy Taylor (WCL) (co-chair), Alan Isaac (CAS), Yana Sakellion (CAS), Chenyang Xiao (CAS), Amin Mahensi (CAS), Carl LeVan (SIS), Sonja Walti (SPA), Stefan Kramer (Library), Kara Andrade (GLC), Gregory Pratt (SGA), Lindsay Murphy (CTRL, *ex-officio*), Nancy Davenport (University Librarian, *ex-officio*), Terry Fernandez (OIT, *ex-officio*)

During the 2015-2016 academic year, the committee liaised with several campus groups. The committee met with Student Life (Michael Manning, Virginia Stallings) for feedback and advice regarding methods to strengthen communication of undergraduate student research opportunities with AU faculty. The committee met with Terry Flannery (Communications) regarding the AU website. The committee continued to liaison with ATSC.

The committee's effort to make student pictures available on class rosters is now a partial reality. The pictures are very small, and the resolution is grainy due to the horizontal originals being compressed into a square frame. The committee will continue to work on resolving these issues. One of the committee co-chairs, Joseph Mortati, provided a sample formatting of roster pix to improve utility of roster pix for professors and in classrooms.

The committee worked with Nancy Davenport and Stefan Kramer, both with the University Library, on access and maintenance to data sets and open data. The open data portal (<https://opendata.american.edu/>) is maintained by the university, and the portal can also point back to you and your research. It is a place where faculty can share, publish and visualize their research data.

In administrative matters, the committee also implemented remote access to CIS meetings using Skype and improved mailing list management for committee news and scheduling.

The committee's participation in AU Budget Planning for Computing and Information Services will continue. The committee plans to liaison with the Senate's Budget & Benefits committee about academic technologies and strengthening outcomes assessment and accountability for investments in academic technologies.

Academic Budget and Benefits Committee
Annual Report
AY 2015-2016

Members of the Academic Budget and Benefits Committee (ABBC): Olivia Ivey (Library, Chair) John Douglass (SOC), Stacey Snelling (CAS), Patrick (Kelly) Joyner (CAS), Emily Lindsay (Kogod), Daniel Bernhofen (SIS), Ruth Lane (SPA), Nimai Mehta (SPEXS), William Ryan (WCL), Stephen D. Cohen (emeriti faculty), Elizabeth Bersin (Graduate Leadership Council), Faith Rokowski (AU Student Government)

With the exception of student representatives, all members of the Academic Budget and Benefits Committee served on the University Benefits Committee, chaired by Beth Muha, Assistant Vice President of Human Resources. In the fall of 2015, this committee reviewed AU's medical and dental insurance renewals and disability leave policies. In spring of 2016, this committee was presented with the new retirement plan options as part of the communication to the wider campus community. Any revisions to disability and other leave policies are on hold until we know more about D.C.'s proposed Universal Paid Leave Act.

The minutes from all the meetings are available online on the Senate AB&B Sharepoint site. Below is a summary of some of the main issues we considered.

- Followed up on recommendations made last year including the technology upgrades to classrooms and the term faculty salary initiative. The shift to Tier 1 classrooms is underway and will continue. The first year of the plan to raise the floor for term faculty salaries has been implemented and will continue next year. The plan called for four years of gradual salary increase, so the next budget cycle will need to include this priority as well.
- Met with the Faculty Senate Ad Hoc Ombudsman Committee to hear their report on a proposed Ombuds position.
- Heard concerns from our student representatives about the cost of attendance beyond tuition including high priced textbooks and course fees.
- Began the process of setting budget priorities from the faculty perspective for the coming year by reaching out to potential constituents. At this point, these include
 - the continuation of the term faculty salary initiative,
 - prioritizing full time faculty hiring when implementing Gen Ed changes, and
 - the restoration of meaningful merit increases to base pay.
- Dean Peter Starr reported to the committee that while exact numbers are not yet available, the primary impact of Gen Ed changes to the budget will be the need to

hire additional faculty to support the Complex Problems courses, capped at 19 students each. While these courses will likely be taught by existing faculty, additional faculty will be needed to fill in the rest of the schedule in each department. Because the changes will be rolled out over a number of years, this will not hit the budget all in one cycle. There will also be some development cost to the AU Ex courses due to the online content portion of the design, but these costs will not be reoccurring. The RiSE initiative will also have budget implications, but the exact nature is unclear at this time. The budget and benefits committee welcomes feedback from the Faculty Senate.



AMERICAN UNIVERSITY

WASHINGTON, DC

**COMMITTEE ON FACULTY ACTIONS
FACULTY SENATE
AMERICAN UNIVERSITY
2015-2016 COMMITTEE REPORT**

Submitted 26 April 2016

INTRODUCTION

The American University Faculty Senate Committee on Faculty Actions (CFA) had an active 2015-16 academic year. Besides evaluating files for action, the committee reviewed the guidelines for promotion and tenure of four units.

FACULTY ACTIONS

A total of 53 files for action were submitted to the Committee on Faculty Actions over the course of the 2015-16 academic year. The full CFA reviewed 46 files for action. Fifteen were consideration for pre-tenure reappointment, 21 for promotion and tenure, and five for promotion to full professor. The full CFA also evaluated four files from the School of Professional and Extended Studies and one from the School of Public Affairs as specified in section 14(a) of the faculty manual because the recommendation of the academic unit promotion committee and the dean differed. In addition, the CFA Chair reviewed six files for initial appointment with tenure and one senior term initial appointment in accordance with section 9(a) of the faculty manual.

PROMOTION AND TENURE GUIDELINES

The Committee on Faculty Actions conducted a review of the reappointment, promotion and tenure guidelines as specified in the American University Faculty Manual, section 5(a)iii, for four of the five units that did not complete revisions in the 2014-15 academic year: the Department of Health Studies, School of Education, School of the School of International Service and the University Library. The only remaining unit that has not submitted draft revised guidelines to the CFA at the time of writing this report is the School of Communication (SOC). The leadership of SOC has informed me that it hopes to complete draft guidelines and attain faculty approval of them shortly.

OTHER ACTIVITIES OF THE COMMITTEE

The CFA Chair served on the ad hoc Task Force on Faculty Manual Language for Term Faculty.

I would like to acknowledge the outstanding dedication and thoughtfulness that my colleagues brought to their work on the CFA. In particular, I would like thank Kim Butler Wingfield, who is leaving the committee, for her outstanding service as CFA vice-chair for three years. I would also like to thank Faculty Senate Operations Coordinator Lura Graham for her extraordinary assistance and support.

Respectfully submitted,
Stephen J. Silvia
Chair, Committee on Faculty Actions

Annual Report
Senate Committee on Learning Assessment
April 13, 2016

OVERVIEW

The Senate Committee on Learning Assessment had a successful year, focusing on ensuring that academic units develop strong learning outcomes for programs and assess the outcomes using methods that will assist improving student learning.

As usual, units submitted annual reports on October 1st, 2015. Here is a summary of that process:

- 77 reports were submitted. 75 reports have been reviewed by COLA. Two reports (recently submitted) are ready for review. The COLA received reports for majors as well as for programs such as College Writing.
- Approximately 32 reports were not submitted but should have. Some of the missing reports are from the following departments that are missing more than two reports: Art (5), Environmental Science (3); Education (6). Approximately 5 other departments have two reports missing.
- Most of the departments with missing reports are actively working on developing strong assessment strategies. Art and Education, for example, are making significant progress on developing new learning outcomes and assessment strategies. In some cases, units have been hampered by fewer faculty this semester because of leaves, etc.
- Approximately 11 programs are in need of learning outcomes and assessment plans.
- KSB is rotating its assessment schedule. Not all programs are assessed each year.

The Assistant Provost for Institutional Research and Assessment and COLA members have met with representatives from Anthropology, Art, Economics, Mathematics, Performing Arts, Physics, Psychology, School of Education, Sociology, the KSB Assessment Committee, SIS Phd, SIS Peace and Conflict Resolution, SIS MIS, and SIS Intercultural Communication. In these meetings, COLA has had a chance to learn about the many curriculum innovations happening across campus. The assessment process provides programs with an opportunity to evaluate how well the changes meet unit goals. By meeting with units, COLA has been able to help faculty plan ahead for its assessments, so that completing a strong fall report will be more likely in 2016.

It is clear that, given the tremendous changes happening with General Education and academic programs, many units might benefit from reviewing and revising their learning outcomes and assessment plans. Many plans were written several years ago and may need to be revised. We anticipate a busier than usual period for assessment in the coming year.

OTHER

In addition to holding one-on-one meetings with departments, COLA also held workshops on “Jumpstarting Your Assessment Plan” and “Assessment Basics.” Based on feedback from participants, a new TracDat Guide was developed. COLA also sponsored a successful session at the Ann Ferren Teaching Conference on “Closing the Loop: From Assessment to Teaching,” which involved the Associate Provost for Institutional Research and three COLA members (Davy Banks, Pat Aufderheide and Kimberly Cowell-Meyers).

NEXT STEPS

Based on feedback during meetings with units, and after a review of assessment reports, COLA plans to:

- Hold a workshop on updating/creating learning outcomes and assessment plans;
- Hold a workshop on TracDat;
- Engage several departments in conversations about graduate assessment;
- Work with departments who have not completed assessment reports; and
- Cooperate with the new General Education Program to ensure that it has strong learning outcomes and assessment plans.

Need to Raise Doctoral Student Stipends for to Compete for Good Students Resolution

American University's doctoral stipends are traditionally low compared to our peer institutions and competitors. Given the need to successfully recruit doctoral students to maintain the university's hard fought status as a strong research university, the Faculty Senate advocates giving priority consideration to this matter in planning for the FY2017-19 American University budget.

End Faculty Salary Stagnation Resolution

Given that the annual faculty and staff merit increase (as a percentage of increase in base pay) has averaged only 0.75 percent per year over the last two years, whereas the cost of living during that two-year period is projected at twice that amount, and given that the increases during the prior decade (from FY06 to FY16) was over four times that rate, or 3.17 percent, the Faculty Senate resolves to ask the University Budget Committee and Board of Trustees to offer a faculty and staff merit increase, in base salaries, during each of the two years of the budget, sufficient to offset inflation and overcome the salary stagnation of the last two years. While we understand that merit raises are not related to the cost of living, we do fear that failure to offer meaningful raises as part of a comprehensive budget will hurt the university's competitive hiring and retention.

Recognition of Possible Need for Tuition Increase Resolution

To maintain and improve levels of academic programming and service, the Faculty Senate recognizes the need for a tuition increase as part of the FY2017-19 American University budget.