ANTIOCH UNIVERSITY

Minutes of the Meeting of the Academic Affairs Committee
Antioch University Board of Trustees
Convened at Williamstown, Massachusetts (in retreat)

Saturday, August 26, 2006
9:00 a.m. – 3:00 p.m.

Members Present

Trustees: Dan Fallon (Chair), Bruce Bedford, Reuben Harris, Jack Merselis, Barbara Winslow, Art Zucker.

ULC: Laurien Alexandré, David Caruso, Steve Lawry, Toni Murdock.

Guest: Rick Jurasek.

Minutes prepared by Dan Fallon, in consultation with Laurien Alexandré.

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THEME

VISION FOR THE FUTURE:
ACADEMIC QUALITY, INTEGRATION, AND INNOVATION

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1. The meeting convened at 9:00 a.m.

2. Toni Murdock presented an overview of the academic sector of the university.

   A. The following characteristics of the "nonresidential" campuses were described by Chancellor Murdock:

      i) The culture of the nonresidential campuses is what could be termed "adult continuing education."

      ii) The nonresidential campuses were never academic centers.

      iii) The nonresidential campuses primarily offer graduate programs; yet, there is no sense of the usual requirements of a graduate faculty.

      iv) The nonresidential campuses have not created faculty senates, or academic standards committees.

v) Thus, in general, there is no set of standards or procedures governing faculty responsibilities and relationships.

B. There was a wide-ranging discussion of faculty procedures and policies, in the context of Trustee Resolution 10.22.05:20 (Attachment 1). This resolution requires that the Chancellor and ULC prepare a comprehensive set of policies governing faculty standards and procedures to be delivered no later than ***December 31, 2007***, *i.e.*, a little more than one year from now. The report will address numerous issues related to faculty standards and procedures, including policies for *Emeritus/Emerita* status. Nonetheless, a separate Trustee Resolution, 10.22.05:19 (Attachment 2), requires that the Academic Affairs Committee, in consultation with the ULC, prepare an amendment to the existing *Emeritus/Emerita* policy (Attachment 3) requiring that recommendations for conferral of the title *Emeritus* or *Emerita* be accompanied by evidence that the candidate's performance has been of meritorious character, and this amendment must be prepared by ***February 28, 2007***, i.e., in time for the June, 2007 meeting of the Board of Trustees. Laurien Alexandré Laurien Alexandré will provide a status report on these matters, as well as a draft of the required *Emeritus/Emerita* amendment, at the February 2007 meeting of the Committee.

C. The Committee discussed the description for the newly created position of *Vice Chancellor for Academic Affairs*. The Committee endorsed the concept of the position and the specific description, and further endorsed the proposal by Chancellor Murdock that Laurien Alexandré be appointed to the position when it is established. Establishment of the position will depend, in part, upon the decision of the Pearson/Lovelace Foundation concerning a proposal it is currently considering from Antioch University.

3. Laurien Alexandré Laurien Alexandré and Toni Murdock presented a status report on the university-wide academic audit they are carrying out in cooperation with the ULC. The purpose of the audit is to determine what policies and procedures are currently in place at each campus, and their relative effectiveness. This could be called a "compilation." Following the compilation, an effort will be made to rationalize all policies across campuses so as to generate a university-wide coherent and comparable set of policies and procedures.

A. It has become clear that completing the audit is a mammoth job. It will take many years. A first compilation is nearing completion.

B. The academic deans will review the 500-page compilation at a meeting in September. The Deans will meet again in November for a second review.

C. Initial priorities for the academic audit will be policies and procedures for:

i) Emeritus/Emerita status.

ii) Academic Program Review.

iii) Assessment of Student Learning.

iv) Faculty Evaluation, inclusive of contracts and compensation.

D. All elements of the academic audit will be informed by the recently adopted mission statement of the University (Attachment 4), to provide university-wide coherence and ensure conformity with the mission.

E. Bruce Bedford voiced strong support for the academic audit. The Committee agreed with Bruce's sentiment that the Board **must** support this essential management function.

4. The Committee then turned to an extended examination of faculty resource management.

A. Steve Lawry and Rick Jurasek presented their analysis of the faculty resource picture for Antioch College:

i) Over the past three years, the size of the College faculty has been reduced from 64 FTE positions to 45 FTE positions. Of these 45 faculty positions, 6-9 positions have been designated for "visiting" faculty, meaning that such positions do not accrue obligations for tenure.

ii) In the new strategy for faculty development that Steve and Rick and their faculty colleagues are creating, there will be three categories:

a) Tenure-track or tenured;
b) Term appointments limited to a single three-year contract;
c) Adjunct faculty employed to teach one or more courses, on a course-by-course contractual basis ("outsourced instruction").

iii) Reuben Harris spoke in favor of the concept of tenure, in general. It is one way you build a sense of community that shares a set of standards. Since the cost to the institution is high, the value of the faculty awarded tenure must be in some proportionate sense at least as high. Thus, in Reuben's view, the concept of tenure could be entertained at any of the University's campuses, but academic standards for tenure must be ensured at a very high level.

iv) Steve Lawry stated his intention to prepare a more detailed analysis of faculty at Antioch College, by tenure status, academic discipline, age, gender, and race. Steve indicated the need for this analysis in order to proceed with systematic planning as the College moves forward in its development, and his hope to have this analysis ready by the November meeting. The Committee welcomed Steve's offer, looking forward to receiving the report in November.

B. Toni Murdock praised the analysis being conducted at Antioch College and indicated that such an analysis would be valuable on **all** campuses of the University. The Committee concurred and asked that a similar analysis by tenure status (or comparable position), discipline, race, gender and age for each of the University's campuses be prepared by the February 2007 meeting of the Board.

4. The Committee returned to consideration of policy for *Emeritus/Emerita*.

A. The Committee confirmed that approved policies are in place for conferral of *Emeritus/Emerita* status for the position of Trustee (Attachment 5). No record can be found of policies for conferral of *Emeritus/Emerita* status for the positions of Chancellor or President. Toni Murdock Toni Murdock was asked to look into this question with the assistance of David Weaver and report back to the Committee.

B. As noted under 2.B., above, the ULC is working with Laurien Alexandré to prepare an amendment of existing policy for conferral of *Emeritus/Emerita* status on faculty. In accordance with the directive of the Board of Trustees, the amended criteria will require evidence of meritorious performance.

5. Laurien Alexandré Laurien Alexandré and Toni Murdock led the Committee in a discussion of policy with respect to program review.

A. Currently, only those specific academic programs that require external professional accreditation (e.g., accreditation of psychology doctoral programs by the American Psychological Association) are reviewed in a systematic fashion, and, once reviewed, are no longer specifically reviewed by the University.

B. Toni made clear that henceforth **ALL** academic programs within the University should be subject to regular review of their quality, relevance, and status. Furthermore, these reviews should be conducted in light of the recently approved University mission statement.

C. Currently there are no common standards across all campuses for award of the bachelor's degree. There should be comparable standards for B.A. degree completion across all campuses of the University. It is understood that the standard for Antioch College may be different than that applied to the nonresidential campuses, but standards at the nonresidential campuses should be uniform, and all undergraduate degree programs should be held to high quality standards.

D. It is an enormous burden on the faculty and administration to undertake serious academic program review. This will have to be accomplished in cycles, a few programs at a time.

6. The Committee then took up the issue of assessment of student learning outcomes.

A. Dan Fallon reminded the Committee of a key element in the renewal plan that called for rigorous externally-validated assessment outcomes of the general and liberal education expectations for graduates of Antioch College.

B. Rick Jurasek stated his intention to provide a written report on the assessment of the first-year learning communities before February 1, 2007.

C. Rick Jurasek reported that the faculty, under the leadership of Dean of Faculties Andrzej Bloch, is now developing a plan for assessment of general and liberal education outcomes for College students.

D. Laurien AlexandréLaurien Alexandré reported that, at the request of the College, Antioch University Southern California faculty member Jon Wergin will be leading a university-wide retreat on assessment of student learning outcomes.

7. The Committee concluded the meeting with a discussion of several items.

A. Toni Murdock Toni Murdock reported that she will be reviewing policies with respect to the terms and conditions of faculty contracts. At present on the nonresidential campuses, for example, twelve-month contracts are now the norm. Toni pointed out that at most similar institutions such contracts are usually for ten months. She plans to regularize contracts of academic-year employees at ten months across the University.

B. A "Teach-in" is being organized for October 5, 2006, "Guantánamo Day," in part through a request for participation by Sherwood Guernsey. The ULC approved Sherwood's proposal and planning is moving forward on all campuses. Each campus president will separately approve activity on that president's campus.

C. The Committee expressed its interest in learning more about the proposed "University Commons," as proposed in a position paper by Laurien Alexandré. One important question of interest to the Committee is the extent to which academic services will be part of the commons. Laurien agreed to provide a status report on the commons at the February meeting of the Board. Laurien indicated that the first area of exploration will be about access to library resources across all campuses of the University, and she will ask for a librarian to be present when she gives her progress report. Steve Lawry asked that the academic deans be an integral part of the discussion of the university commons from the outset and Laurien provided assurance that this would be the case. It was agreed that the University Commons would form the focus for the next retreat of the Academic Affairs Committee in summer 2007.

D. The Committee responded to Toni Murdock's request for advice and counsel with respect to *The Antioch Review*. There was consensus that this literary journal was a positive asset to the University, and was regarded as its flagship publication. Nonetheless, several members of the Committee expressed concern about the present quality of the journal. Toni indicated that her inquiries revealed that there was little or no external review of entries accepted for publication in the *Review*, and that she would undertake an assessment of the status, staffing, and operation of the journal with an eye to increasing its quality, distribution, and visibility in the scholarly community as well as with the public at large. The Committee expressed support for such an assessment and appreciation for Toni's initiative.

8. The Meeting was adjourned at 3:00 p.m.

Action Items

*** For the Academic Affairs Committee meeting at the **November 2006** Board meeting in Yellow Springs:

• Steve Lawry – Analysis of faculty at Antioch College by tenure status, academic discipline, age, gender, and race.

• Toni Murdock – In consultation with David Weaver, report on existence or lack thereof of *Emeritus/Emerita* policy for position of Chancellor or President.

*** For the Academic Affairs Committee meeting at the **February 2007** Board meeting in Santa Barbara:

• Laurien Alexandré/ULC – (1) Status report on Trustee Resolution 10.22.05:20; (2) Proposed amendment in response to Trustee Resolution 10.22.05: 19; (3) In the company of a campus librarian, a status report on the University Commons.

• Rick Jurasek – Report on assessment of effectiveness of learning community instruction.

• Toni Murdock – Analysis of faculty at all campuses of Antioch University by tenure status (or comparable position), academic discipline, age, gender, and race.

Attachment 1
(Minutes of Academic Affairs Committee, August 26, 2006)

Approved __x__

RESOLUTION
10.22.05:20

WHEREAS, traditions within Antioch College and Antioch University have honored the value of rigorous outcomes-based validation of knowledge and performance; and

WHEREAS, the standards of the academy have in recent years also moved toward an emphasis on persuasive evidence as a means of public accountability, as expressed, for example, by Criterion 3 on student learning and effective teaching of the standards for accreditation by the North Central Association of Schools and Colleges, which states, "the organization provides evidence of student teaching and teaching effectiveness that demonstrates it is fulfilling its educational mission;" and

WHEREAS, faculty resources within Antioch College and Antioch University are continuously being reconfigured to meet the needs of a changing society for higher education;

THEREFORE, BE IT RESOLVED, THAT:

1. The Chancellor and the administration of Antioch University are requested to conduct a review of policies for faculty performance review and of the status of current ranks and contractual conditions of employment throughout the University, and to prepare for the Board of Trustees a comprehensive set of policies for the Board to consider for approval; and

2. The proposed policies shall contain, at a minimum, provision for evaluations provided by qualified scholarly peers external to Antioch University of the accomplishments and qualifications of any faculty recommended to the Board for an appointment that conveys the contractual obligations associated with tenure; and

3. The Chancellor and the administration of Antioch University are requested as they prepare the policies to consider the following ideas:

(a) External evaluation for faculty recommended for appointment to rank of high stature, such as Professor, Distinguished Professor, Professor Emeritus or Professor Emerita; and

(b) Clear performance-based thresholds for each rank, inclusive of a system for evidentiary criteria to be presented and evaluated for each threshold, with benchmarks for qualification by rank; and

(c) In the case of campuses with agreements to maintain unranked faculty positions or no formal system of academic tenure, a criterion-based evaluation system for evidence to be considered for renewal of term contracts extending beyond six years of continuous service; and

(d) Creation of some form of university-wide faculty position, not specifically linked to any one campus, and available only to a small number of faculty (for example, no more than seven), who shall have experience as long-term faculty teaching at one or more campuses of Antioch University, and which shall have some form of long-term job security that is not the same as the formal contractual obligations of academic tenure; and

(e) Provision for removal of any faculty member at any campus, or from the University at large, for due cause, with customary guarantees for the protection of academic freedom and of due process within formal hearings; and

(f) Acknowledgement of the warrant possessed by the University to release faculty from any campus of the University, or the University at large, for reasons of financial exigency, irrespective of contract appointment status; and

(g) Integration of faculty personnel policies and procedures with strategic planning considerations, as, for example, in shaping the academic profile of the faculty to meet the needs of a designed curriculum, inclusive of the University's right to reassign faculty from the unit to which they are currently assigned to another unit with a different mission; and

4. Such a set of proposed policies shall be presented no later than December 31, 2007.

Attachment 2
(Minutes of Academic Affairs Committee, August 26, 2006)

__x__ Approved

RESOLUTION
10.22.05:19

WHEREAS, Antioch University is currently without a University policy on the conferral of the title *Emeritus* to University faculty; and

WHEREAS, more than one campus has requested clarification of policy so that the title *Emeritus* might be appropriately bestowed on faculty; and

WHEREAS, the Academic Affairs Committee has received and positively evaluated a proposal for such a policy from the University Leadership Council;

THEREFORE, BE IT RESOLVED THAT: The policy attached to this resolution, entitled "Antioch University Emeritus Faculty Policy" be adopted by the Board of Trustees as policy governing conferral of the title *Emeritus* on faculty of Antioch University; and

WHEREAS, the title *Emeritus* means by virtue of merit, and is widely regarded in the academic world as a title of special stature and distinction;

THEREFORE, BE IT FURTHER RESOLVED THAT, the Academic Affairs Committee, in consultation with the ULC, and no later than February 28, 2007, is directed to bring to the Board an amendment to the policy attached to this resolution to the effect that recommendations for *Emeritus* status require review of evidence that the faculty member's teaching, service, and scholarship have been of meritorious character.

Attachment 3
(Minutes of Academic Affairs Committee, August 26, 2006)

ANTIOCH UNIVERSITY EMERITUS FACULTY POLICY

[Existing, pending new policy to be introduced 2007]

A faculty member (core or ranked) shall be eligible for Emeritus status if the faculty member retires and has fulfilled the following conditions:

(1) has completed at least ten (10) years of full-time service at one or more of the campuses of Antioch University;
(2) is at least 60 years old or is permanently disabled.

Recommendations for Emeritus status must be made through the academic governance structure of the campus and approved by the campus President.

Privileges to be enjoyed as a result of Emeritus status depend on the campus. The range of privileges may include some or all of those identified below, and/or others so designated by the campus:

- Listing in campus catalog;
- Participation in ceremonial activities, such as commencement;
- Campus newsletters and other materials forwarded to home address;
- Continuation of an e-mail account;
- Library privileges;
- Office space, if available;
- Invitation to faculty meetings and retreats, when/if appropriate;
- Free admission to special events;
- Teaching a course or courses upon agreement with campus dean or CAO;
- Access to office services at minimal cost, as available and determined by the campus President or CAO

Attachment 4
(Minutes of Academic Affairs Committee, August 26, 2006)

THE MISSION OF ANTIOCH UNIVERSITY

Antioch University is founded on principles of
rigorous liberal arts education, innovative experiential learning
and socially engaged citizenship.
The multiple campuses of the University nurture in their
students the knowledge, skills and habits of reflection
to excel as lifelong learners, democratic leaders and
global citizens who live lives of meaning and purpose.

Attachment 5
(Minutes of Academic Affairs Committee, August 26, 2006)

CRITERIA FOR TRUSTEE EMERITUS/EMERITA

Trusteeship emeritus / emerita status may be conferred upon a past trustee in recognition of distinguished service and consistent, exceptional dedication to the mission of Antioch University. An emeritus / emerita trustee will have demonstrated outstanding personal commitment to preserving the University and advancing its goals through extraordinary generosity, spirit and leadership. S / he serves with a voice but not vote.

Specific criteria:

1. Serve at least ten years on the board
2. Demonstrate leadership on at least two major committees
3. Exemplary fundraising capacity either through personal gifts and / or attracting major gifts
4. Support major university initiatives that demonstrably move the institution forward.

The privileges and responsibilities of a trustee emeritus trustee include:

1. Promoting the mission, vision and values of Antioch University.
2. Engaging in fundraising for the University
3. Attending meetings of the Board of Trustees, participating in its deliberations in an ex-officio capacity without vote.
4. Serving on standing or special committees of the Board at the pleasure of the chair
5. Serving as an ambassador of the University to its students, faculty, staff and other interested parties and the public at large.
6. Supporting the academic programs, experiential learning opportunities and civic engagement of the University.
7. Understanding the difference between an emeritus trustee and a sitting trustee.

Procedure:
A candidate is nominated to the Trusteeship Committee, followed by review and the nomination is forwarded to the full Board. Emerita / us status is confirmed by majority vote of the Board.