Armstrong State University  
Faculty Senate Meeting  
Agenda of April 17, 2017  
Student Union, Ballroom A, 3:00 p.m.

I. Pre-Senate Working Session (3:00–3:30 p.m.)
II. Call to Order
III. Senate Action
   A. Approval of Minutes from March 20, 2017 Faculty Senate Meeting and from April 3, 2017 (special session) Faculty Senate Meeting
   B. Brief Remarks from Dr. Linda Bleicken, University President
   C. Brief Remarks from Dr. Robert Smith, Provost and Vice-President of Academic Affairs
   D. Brief Remarks from Dr. Elizabeth Desnoyers-Colas, USGFC Representative
   E. Old Business
      1. Recurrent Updates
         i. Joint Leadership Team Summary (Appendix B)
         ii. Faculty and Staff Vacancy Reports (Appendix C)
      2. Other Old Business
         i. Consolidation Updates & Concerns
            a. List of OWG’s and membership
            b. Summer Stipend for Consolidation Committee Work Bill Update
            c. Resolutions on Consolidation and Department Heads Updates
            d. Mission Statement Update
            e. Work Group Updates
            f. Armstrong Faculty Senate Resolution on Consolidation – Administrative and Staff Positions (Appendix D)
            g. Resolution on Post-Consolidation Protection for Tenured Faculty, Tenure-Track Faculty, and Instructors (Appendix E)
         ii. Faculty Salary Updates
            a. Post-Tenure Review Raises Bill Update
            b. Armstrong Faculty Pay Increase by Consolidation Bill Update
         iii. Summer Model Committee Updates
            a. Pay for Lab Courses
            b. Summer Profit Sharing (Appendix F)
            c. Planning, Budget, and Finance Resolution (Appendix G)
      3. Old Business from the Floor
   F. New Business
      1. Administrative Appraisal Surveys
      2. Committee Reports
         i. University Curriculum Committee (Appendix A)
         ii. Governance Committee
         iii. Academic Standards
iv. Education Technology  
v. Faculty Welfare  
vi. Planning, Budget, and Facilities  
vii. Student Success  
3. New Business from the Floor  
G. Senate Information and Announcements  
  1. Send Committee Meeting Dates and Minutes to faculty.senate@armstrong.edu  
  2. Send Changes in Committee Chairs and Senate Liaisons to governance.senate@armstrong.edu  
  3. Announcements (from the floor)  
IV. Adjournment
Appendix A

UCC Minutes will be Provided by the April 17, 2017 Senate Meeting.
Appendix B

Joint Leadership Team
March 28, 2017
Summary

Guests: A. Hersh, A. Horne, S. Mednick

Armstrong Values
President Bleicken recognized Angela Horne, Sonia Mednick, and Allison Hersh for demonstrating the Armstrong values of scholarship, leadership and stewardship regarding their work for the Southern Association of State Highway and Transportation Officials (SASHTO). In early fall, Ann Purcell, who serves on the Georgia Department of Transportation Board of Directors, contacted the university about SASHTO’s need to have a logo created for an upcoming conference in Savannah. Upon hearing of the request, Allison Hersh contacted Purcell to gain detailed information and then, contacted Angela Horne to see if her students might be interested in designing logo options. The project was shared with students in Horne’s ARTS 3220: Corporate Logo and Identity Design class. The students interviewed representatives from the Georgia Department of Transportation (GDOT) to learn more about the client’s needs. Thirteen students then prepared designs and submitted them for review. Sonia Mednick, a senior majoring in Art with a focus on Graphic Design, created the logo that was selected by GDOT officials. Her winning logo will be featured at the 2019 SAHTO conference to be held in Savannah.

Overview of Armstrong’s Investments
Chris Corrigan presented an overview of Armstrong’s investments. See the attached presentation.

Enrollment Update
As of 3/28, Summer 2017 enrollment was 2374, up 6.89% from one year ago. Fall 2017 registration opened March 27. Approximately 49% of students eligible to return for fall have been advised. Efforts continue to recruit and retain students for fall enrollment. Focus areas include Move On When Ready (MOWR), military and military-affiliated students, and students who could graduate by December 2017.

Faculty Senate
Cliff Padgett shared that elections for Faculty Senate will not be held and that the current membership will be frozen for Fall 2017. David Bringman will serve as president and Cliff will serve as president-elect.

Staff Council
Deidra Dennie and Katie Twining shared the following items from Staff Council.

  Book Club—The Book Club has finished reading *Hillbilly Elegy: A Memoir of a Family and Culture in Crisis*. The selection of the April reading is being finalized. The Book Club will conclude this year’s activities in May with a white elephant event, details to follow.

Source: President’s Office 4/10/17
Staff Council (continued)
Shelley Merrick Book Scholarship Fundraiser—The Staff Council is raising funds for the book scholarship fund by selling Gigi’s mini-cupcakes and Perc Coffee. Orders will be taken through 4:00pm on April 7 and may be placed at the following site: https://www.armstrong.edu/faculty-staff/staff-council-cupcake-sale-order-form.

Student Government Association (SGA)
The following updates were provided by Dustin Stewart.
Armstrong Heroes Dinner—Will be on Monday, April 24 at 6:00pm in the Student Union Ballroom. The ticket request form link may be found under the menu heading, Quick Links on the SGA website. The SGA Vice President, Naiyill Morales, has been working tirelessly to make this a very special evening.

Student Leader Appreciation Luncheon – Will be hosted by SGA on Wednesday, April 19 from 11:30am-1:00pm. The Recognized Student Organization (RSO) leaders will be acknowledged. Two awards will be given, the Top Student Leader of the Year Award and the Top Advisor award.

Inauguration of New SGA Leaders—Will be held Friday, April 28 at 3:00pm in the Ogeechee Theater. The president and vice president will be announced April 7.

Consolidation
President Bleicken asked for feedback on the proposed mission statement that was discussed at the March 24 Consolidation Implementation Committee (CIC) meeting. Feedback received was similar to feedback given at the March 24 meeting—the statement was too long and too closely resembles the current Georgia Southern University mission statement. The statement should more closely align with the new university, reflecting the strengths of the consolidated institution. Further feedback was provided on the process—a need for the presidents to restate behavior expectations for interactions between personnel of the two campuses and a request for prioritizing of tasks so that specific decisions have been made that are needed to inform the work of other Operational Working Groups (OWG). Questions regarding organizational structure and the process for filling positions in the new university remain unanswered. President Bleicken thanked individuals for their candor and committed to discuss the expressed concerns with President Hebert.

Other
Completion of Degree—Dr. Deidra Dennie was congratulated on the completion of her doctoral degree work.

Next Meeting: April 25 at 9:00am in the Burnett Hall Boardroom

Source: President’s Office 4/10/17
2016 Investment Review
Presented to Joint Leadership Team
Armstrong State University
28 March 2017
Agenda

• Overview of Investment Committee
• Overview of University Investments
  – Balances as of 31 Dec 2016
• SunTrust Pooled Fund Performance Report
• Spending Policy for FY18
Committee Membership

- Chris Corrigan, VP for Business and Finance*
- Cam Reagin, AVP for Finance*
- Bob Smith, Provost*
- Bill Kelso, VP for Advancement
- Omid Ardakani, Assistant Professor, Department of Economics
- Joshua Williams, Assistant Professor, Department of Psychology
- *Ex Officio Members
Committee Responsibilities

• Establishment, oversight and review of investment policies and objectives.

• Allocation of funds among equity, fixed income and cash.

• Annual review of each investment manager with regard to performance results, investment activity and adherence to policy. Performance shall be compared against suitable benchmarks.

• Approval of the hiring and termination of relationships with outside investment managers, consultants, and custodians.

• Make changes in the endowment spending policy.

• Present an annual report to the President’s Cabinet on the composition and performance of the University’s investments.

• Review and approve manager fees on at least an annual basis.
Overview of Armstrong Investments

- University Endowments (SunTrust Diversified Fund)
  - Legacy funds from before the Foundation was established
  - $3.196M on 31 December 2016
  - 17 funds – 12 scholarship funds, 5 program funds

- University Short Term Cash investments
  - SunTrust Short Term Fund - $5.122 M
  - BB&T Money Market - $5.001M (.30% APR)
Investment Review

• SunTrust pooled fund
  – Performance Review
    • Short Term Fund – CY return: 0.93% vs. 0.79% for benchmark
    • Diversified fund – CY return: 8.13% vs. 10.1% for benchmark
  – Summary of fees charged
    • Short Term Fund – 26 bp* (annual)
    • Diversified Fund – 43 bp* (annual)
  – Investment outlook
  – Discussion fund changes (Total Return Fund)

*100 basis points (bp) = 1.0%
Spending Policy (1 of 4)

- Process to distribute a specific payout rate of the endowment base to support the University’s programs
- Set annually by the committee not later than 1 April for the following fiscal year.
- The rate is a set % of a three year moving average of fund market values (as of last day of December)
- Absent a policy and committee, we have been using the Foundation’s spending rate 4.5% – (Note the Foundation reduced it’s rate to 4.2% from 4.5% in FY17)
Spending Policy (2 of 4)

• Our current spend rate is 4.5%

• Because the 3 year moving average of the endowment's market value has increased slightly, reducing the spending rate this year will yield a similar amount of spending dollars as FY17 (this year) - see below calculation.

• The higher education endowment industry has recognized these facts and lowered the average spending rate in 2016 to 4.0%.
## Spending Policy (3 of 4)

<table>
<thead>
<tr>
<th>Historical rate of return</th>
<th>Spend Rate</th>
<th>Investment Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.90%</td>
<td>4.00%</td>
<td>1.90%</td>
</tr>
<tr>
<td>5.90%</td>
<td>4.20%</td>
<td>1.70%</td>
</tr>
<tr>
<td>5.90%</td>
<td>4.50%</td>
<td>1.40%</td>
</tr>
<tr>
<td>5.90%</td>
<td>5.00%</td>
<td>0.90%</td>
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<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Endowment Spend</th>
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<tbody>
<tr>
<td>2014-15</td>
<td>$37,250.00</td>
</tr>
<tr>
<td>2015-16</td>
<td>$44,750.00</td>
</tr>
<tr>
<td>2016-17</td>
<td>$125,212.81</td>
</tr>
<tr>
<td>2017-18*</td>
<td>$119,447.62</td>
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</table>

*at proposed 4.2% rate
Spending Policy (4 of 4)

- Committee’s Approved FY18 spend rate – 4.2%
  - Preserves real growth in endowment in the face of lower expected equity returns
  - Maintains scholarship amounts similar to last year.
Other Actions By the Committee

- Maintain Current Asset Allocation (for Endowment Funds)
- Continue participation in SunTrust Pooled “Diversified Fund”
# Asset Allocation

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<tr>
<th>Fund</th>
<th>Allocation</th>
<th>Target Range</th>
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<tbody>
<tr>
<td>Equity Fund</td>
<td>70%</td>
<td>60 – 80%</td>
</tr>
<tr>
<td>Fixed Income Fund</td>
<td>25%</td>
<td>20 – 40%</td>
</tr>
<tr>
<td>Alternative Investments</td>
<td>5%</td>
<td>0% - 10%</td>
</tr>
<tr>
<td>Cash/Short-Term Fund</td>
<td>0%</td>
<td>0 – 10%</td>
</tr>
<tr>
<td><strong>Total (weighted avg.)</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
<tr>
<td>PR RECEIVED</td>
<td>INITIATED BY</td>
<td>NEW/EXISTING</td>
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<td>3/17/2017</td>
<td>Health Sciences</td>
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<tr>
<td>3/21/2017</td>
<td>Biology</td>
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<tr>
<td>3/23/2017</td>
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<td>3/28/2017</td>
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<td>3/28/2017</td>
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<tr>
<td>4/4/2017</td>
<td>CJSPC</td>
<td>Existing</td>
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Appendix D

Armstrong Faculty Senate Resolution on Consolidation – Administrative and Staff Positions

Whereas creating the new Georgia Southern University should combine the best of both institutions;

Whereas the process to fill administrative and staff positions in the new Georgia Southern University should be fair and transparent;

Whereas University System of Georgia policy states that “where multiple positions in the same job classification exist with the department but only a subset of those positions has been identified for the reduction in force, each employee must be evaluated against the same factors in making a determination in the following order” : competencies, performance, and institutional seniority;

Whereas during the Georgia State University and Georgia Perimeter College consolidation, where there were multiple matches for positions within the consolidated university, a competitive process was used to identify the successful candidate;

Be it resolved that where there are multiple matches within the same job classification for administrative and staff positions in the new Georgia Southern University, a competitive process will be used to determine the successful candidate.
Appendix E

Resolution on Post-Consolidation Protection for Tenured Faculty, Tenure-Track Faculty, and Instructors

Whereas all faculty play an important role in teaching, scholarship, and service at this campus;

Whereas tenured faculty and senior lecturers have an established record of success and have already made significant contributions to this campus;

Whereas tenure-track faculty and instructors have been hired for their potential to enrich academics on this campus;

We, the faculty of Armstrong State University, believe that current Armstrong tenured faculty, tenure-track faculty, and instructors should be offered a faculty position in another department or program if their department or program is dissolved due to the consolidation with Georgia Southern University.
Appendix F
Armstrong State University
Summer Revenue Sharing – Effective Summer 2017 Semester

**Summer tuition revenue sharing amount will be calculated using base tuition-generated revenue.

**Base tuition-generated revenue (hereafter referred to as “revenue”) does not include any tuition differential applied to fully online courses. Online differential revenue-sharing is calculated separately.

**Revenue generated by departments whose multiplier (tuition revenue/faculty teaching pay, not including fringe) is >=1.5 will be included in the calculation. Revenue generated by departments with a multiplier <1.5 will not be included in the revenue-sharing calculation.

**Revenue in departments achieving a multiplier >=1.5 and <1.75 will be shared at 2.1% of the generated revenue.

**Revenue in departments achieving 1.75 or greater multiplier will be shared at 3.1% of the generated revenue.

**To simplify the process, revenue-sharing of 2.1%/3.1% were agreed to in lieu of a calculation of 2%/3% for base tuition, plus a % of mandatory fee. The fee calculation is difficult to appropriately allocate to specific departments because of individual student’s enrollment crossing multiple departments in the term.

**Minimum enrollment per course = 10 students, with exceptions deemed appropriate by the Dean of the College.

**Study abroad course revenue is excluded from this calculation, as is revenue and faculty pay for courses taught by 12-month faculty.

**Faculty pay for science labs will be increased to 4% of 9-month base salary per credit hour, rather than the current 3% standard.

Deans will review enrollment two weeks prior to class start and give early warnings to department heads of courses that are not currently enrolled at minimum. At the discretion of the dean, and the concurrence of the department head, faculty may be offered the opportunity to teach low-enrolled courses at a reduced pay amount.

Revenue-sharing distribution will be calculated after the end of the summer semester and distributed to the Colleges’ deans as early as possible in fall semester (goal being September 1st), with decisions as to allocation to the departments being made by the Dean for their College.
Appendix G

Resolution on Summer Profit Sharing Committee

Whereas Summer, 2017 is the first term to be impacted by the new, proposed summer profit sharing model,

The Senate committee on Planning, Budget, and Finance recommends that the summer profit sharing committee be re-convened in Fall, 2017 to review the implementation and outcome of the model and to make recommendations for any changes to the model for future summers.