

## **FACULTY SENATE MEETING**

**Merrill-Cazier Library, Room 154**

**Monday, 6 March 2006**

**3:00-4:30 p.m.**

### AGENDA

3:00 Call to Order

Approval of Minutes from 6 February 2006

3:05 Announcements

3:10 University Business—Stan Albrecht

3:20 Consent Agenda

EPC Business—Joyce Kinkead

Academic Freedom and Tenure Report—Kim Openshaw

Budget and Faculty Welfare Report—Jeanette Norton

Bookstore Committee—Jan Alm

3:30 Key Issues and Action Items

PRPC Business—Jennifer MacAdam

Technology & Media in USU Classrooms—Derek Mason

4:20 New Business

4:30 Adjournment

# **FACULTY SENATE MINUTES**

Monday, 6 February 2006

Derek Mason called the meeting to order at 3:02 pm.

## **Minutes**

John Kras moved to accept the Faculty Forum 21 November 2005 minutes, seconded by Maure Smith, passed unanimously. Jam Alm moved to accept the 5 December 2005 minutes as written, seconded by Lynn Dudley, passed unanimously.

## **Old Business**

Jeff Larsen motioned to hear the old business before the Consent Agenda in consideration of the students' schedules, seconded by Jan Alm, carried.

Will Popendorf moved to un-table the motion of accepting Fall Break Option #1, seconded by Juan Franco, carried.

Maure Smith moved the question, seconded by Spencer Watts, carried.

Ed Reeve motioned for a roll call vote on Fall Break Option #1, seconded by Janice Hall, carried.

The senate votes (28-yes, 20-no, 3-abstentions) to recommend to President Albrecht a one-day Fall Break.

## **University Business**

Ray Coward presented the University Business.

## Legislative Matters

1) *Out of State Tuition Waiver Bill*: The bill passed in the House 73 to 1. It was then unanimously supported by the Senate Education Committee and will now go to the floor of the Senate.

2) *USTAR Bill*: The bill passed 28 to 0 in the Senate and will now go to the House.

3) *Compensation Package*: The Governor recommended 4% increase for state employees, 3% across the board and 1% merit. However, the final amount will depend on tax cut legislation still pending.

4) *Building Projects*: USU requested \$6 million to build a small laboratory building in Engineering. We have received the Capital Committee's support for this and it now it will go to the full senate.

## Enrollment

On January 30, 2005 we had 964 student applications. In 2004, we had 688 applications at this point, and in 2003 we had 1,000. Currently, there are 1,815 applications. Utah State University puts \$12 million dollars towards scholarships and tuition waivers. This year about half of the

freshman class is on scholarship/tuition waivers. On April 21, 2006 Utah State University will hold an "Admitted Students Day" where students who have been admitted to the University attend campus activities such as going to classes.

#### Restructuring of Continuing Education

Continuing Education will be incorporated into the Provost's office. The President's vision is to create one university that is geographically dispersed; we have one faculty, one student body, and one set of academic programs. Continuing Education will operate as it has been until July 1, 2006. Starting then, and lasting for the next twelve months, it will become part of the Provost's office; it will cease to exist as a vendor of classes and programs outside of the Provost's office.

#### **Consent Agenda**

Greg Jones moved to accept the consent agenda, seconded by David Luthy, passed unanimously.

Note EPC Business for December has four action items: 1) Request by the Department of Business Information Systems to change the name of the Management Information Systems Emphasis to Managerial Emphasis. 2) Request by the Department of Business Information Systems to change the name of the Office Systems Management Emphasis to Training and Development Emphasis. 3) Request by the Department of Business Information Systems to change the name of the Electronic Commerce Emphasis to Technical Emphasis. 4) The Academic Standards Committee recommends that the existing USU courses requirement be replaced with the following policy (new language in boldface type):

- Utah State University Courses  
Candidates for a bachelor's degree must complete at least 30 credits at USU's Logan campus or designated centers, or through classes offered by distance education through USU. A minimum of 20 of these credits must be in upper division courses, of which at least 10 credits must be in courses required by the student's major.
- Undeclared Nondegree Program  
Newly admitted students with less than 45 semester credits who meet the university admission standards, but who have not declared a major, or who do not qualify for enrollment in a college, are automatically placed in the Undeclared Program. No degrees are offered through the Undeclared Program. Undeclared students who have not declared a major by the time they complete 45 semester credits will automatically be placed in the General Studies degree program.
- Declaring a Major  
When a student has demonstrated the ability to maintain a GPA appropriate for the intended major, that student may apply for admission to an academic college and department. Regular college admissions evaluation procedures will then be followed, and if there are no admissions restrictions, the student will be admitted to the department of his or her choice. It is the student's responsibility, in consultation with an advisor, to complete all necessary paperwork.
- General Studies Bachelor's Degree Program

The General Studies bachelor's degree program provides students with the opportunity to pursue a more individualized course of study. This major allows students to explore and integrate academic offerings from across multiple departments and programs.

USU students with at least a 2.0 GPA qualify for admission to this major. Transfer students from other institutions need a total GPA of at least 2.5 for admission to this major in good standing. Transfer students with a GPA between 2.2 and 2.49 may be considered on an individual basis.

- Admission Policy for Home-Schooled Students. USU Director of Admissions, Jimmy Moore, submitted a proposed policy for use in admitting home-schooled students to USU.

Admission Policy for Home-schooled Students are as follows: Home-schooled students applying for admission to Utah State University who submit a transcript from an accredited home school organization will be evaluated the same as a traditional high school student. They must satisfy the university's admission requirements of a minimum 2.5 point average, a minimum ACT score of 19 or an equivalent SAT score, and a minimum Admissions Index of 90.

Those home-schooled students without transcripts must provide a list of classes they have completed and a minimum ACT score of 21, or an ACT score of 19 accompanied by a grade of C on the GED, to be admitted to Utah State University.

- Provisional Admission  
Under special circumstances, a student who does not qualify for admission into a college or the Undeclared Program may be admitted provisionally. This may include a new student who graduated from high school with an admission index score below the standard. Provisional admission offers students a chance to prove themselves academically at the University.

Students who are admitted provisionally must sign an institutional agreement with University Advising and Transfer Services to indicate that they are fully aware of the provisions associated with their admission. For a new student, these provisions include completion of 12 or more graded semester credits while maintaining a cumulative GPA of 2.0 or higher within the first term. Other provisions, including specific courses in which to enroll, may be detailed in a contract on a case-by-case basis.

## **Key Issues and Action Items**

### PRPC Business

Jennifer MacAdam presented PRPC Business.

### Action Items

- Action Item number 1: *Ombudsperson attendance at field-based Extension personnel tenure advisory committee meetings*—Dallas Holmes motioned to recommend 405.7 and 405.8 code changes to the president, seconded by Shawn Olsen, carried.

- Action Item number 2: *Senate committee meeting policy*—Brent Miller motioned to recommend the policy changes to the president, seconded by Doug Ramsey, carried.

#### Information Items from PRPC

- Information Item number 1: *Reasons for Non-Renewal*
- Information Item number 2: *Extension of Pre-Tenure Probationary Period*
- Information Item number 3: *Dean's Tenure Advisory Committees*—Pat Lambert motioned to instructed PRPC to amend the language so that the committee be made know in advance at the college level in both cases, seconded by Shawn Olsen, carried.
- Information Item number 4: *Date of Separation upon Non-Renewal*

#### Academic Rights and Responsibilities Committee

Lynn Dudley presented Academic Rights and Responsibilities Committee information and proposed code.

Lynn Dudley motioned to charge PRPC with revising for Section 403.1 adding a value statement on academic freedom, seconded by Christopher Terry, carried.

Lynn Dudley motioned to charge PRPC with drafting language for insertion into section 403.2.1 asserting the right of the faculty to control curriculum, John Kras, carried.

Lynn Dudley motioned to charge PRPC with drafting a new section of the code 403.2.2 dealing with conflicts between student's sincerely held core beliefs and course content, seconded by Dallas Holmes, carried.

Lynn Dudley motioned to charge PRPC with drafting a statement for insertion into section 403.3.1 similar the language drafted by the ARR Committee, John McLaughlin seconded, carried.

Lynn Dudley motioned to charge PRPC with drafting language for insertion into 403.3.1.3, seconded by Maure Smith, carried.

#### Resolution for Nat Frazer

Doug Ramsey motioned moved to accept the resolution, seconded by Janice Hall, carried. *Resolved*, that the faculty welcome and congratulate Dr. Nat Frazer on becoming the new Dean of the College of Natural Resources.

#### Call for Nominations for President-elect for the remainder of 2005-2006 and Faculty Senate President for 2006-2007

The web nomination was John Kras, seconded by Ed Heath. Derek Mason moved to close nominations, seconded by Doug Ramsey. A vote will be conducted and will remain open until Friday, March 3, 2006.

## **EPC BUSINESS**

### **Introduction: Educational Policies Committee**

Report for Faculty Senate 6 March 2006

Faculty Senate Executive Committee 21 February 2006

Joyce Kinkead-Chair, Stanley Allen-Agriculture, Scot Allgood-Education and Human Services, Todd Crowl-Natural Resources, Richard Cutler-Science, Steven Harris (interim replacement for Jennifer Duncan)-Libraries, Quinn Millet, ASUSU President, Spencer Watts, ASUSU Academic VP, Kathy Fitzgerald-HASS, David Luthy-DEED chair, Ronda Menlove-Extension, David Olsen-Business, Maure Smith-GSS President, Jeff Walters-ASC Chair, Darwin Sorensen-Engineering

### **Meeting Dates:**

September 1, 2005, October 6, 2005, November 3, 2005, December 1, 2005, January 5, 2006, February 2, 2006, March 2, 2006, April 6, 2006—all at 3:00 p.m. in Champ Hall, following Curriculum Subcommittee, which commences at 2:00 p.m.

### **Curriculum Subcommittee**

In February meetings, the Curriculum Subcommittee approved the following proposals:

#### **Action Items**

The request by the Master of Business Administration to remove the Business Analysis and Decision Making Specialization.

The request by the Master of Business Administration to remove the Business Information Systems Specialization.

The request by the Master of Business Administration to remove the International Economics Specialization.

The request by the Master of Business Administration to remove the Quantitative Economic Analysis Specialization.

#### **Information Items**

The Curriculum Subcommittee voted to approve the deletion of courses so approved to be immediately be made effective in the Catalog, both print and on-line.

Requests from the Department of Engineering and Technology Education to offer a MS Plan C Engineering and Technology Education degree and a second request for a MS in Computer Engineering and a ME in Computer Engineering were approved pending approval by the Graduate Council.

Curriculum Subcommittee Chair Todd Crowl will be contacting department heads to solicit lists of courses that will always be pass/fail. No course approval forms will be required at this time, and EPC will operate on a list by memo. For future notes of P/F only classes, a course approval may be required.

The Curriculum Handbook was approved in principle with some revisions yet to be made. This handbook will be available on the Provost's website in the near future.

The suspension of enrollment hearing for the BIS BITE/ME will be held on 9 February.

The suspension hearing concerning the proposed suspension of enrollment for Two-Year Certificate and Diploma Programs in the Department of Music is scheduled on 16 February 2006. EPC will receive a report on the hearings at its March 2 meeting.

DEED noted that with minor changes, it is affirming its report of 11 January. DEED is continuing to gather data. There is concern with the time required for this approval process, and DEED is considering a fast-track option. The Chair of DEED is meeting with Department Heads Executive Committee to address its concerns. In making recommendations, DEED is being true to the charge given to it by the Faculty Senate. Those recommendations may include one in which any processes are put on hold until the reorganization of Continuing Education is complete.

Transcripts can now be expedited for a \$10 fee with a 24 hour turnaround plus a \$15 federal express fee.

#### **Recommendations**

EPC recommends approval of above changes by Faculty Senate.

## **ACADEMIC FREEDOM AND TENURE REPORT**

**TO:** Senate Executive Committee

**FROM:** D. Kim Openshaw, Ph.D., LCSW, LMFT  
Chair, Academic Freedom and Tenure Committee

**Date:** January 27, 2006

**RE:** AFT Annual Report 2005 - 2006

The Academic Freedom and Tenure Committee, as represented by each of its hearing panels, is an administrative hearing body, with jurisdiction in matters related to academic freedom, tenure, and promotion, dismissals and other sanctions, and actions alleged not to be in accordance with the adopted standards, policies, and procedures of the university. In relation to these matters, the committee may hear both complaints initiated by the university against a faculty member and grievance petitions brought by a faculty member. The Academic Freedom and Tenure Committee consists of the following 13 members: (a) eight faculty members, one elected by and from the faculty in each college; (b) one faculty member elected by and from the faculty in Extension; (c) one faculty member elected by and from the faculty in the Library; and (d) three faculty members appointed from the 50 elected faculty senators by the Committee on Committees.

#### **Grievances:**

To date, one grievance was filed with the chair of AFT. A pre-hearing and hearing panel was convened under the direction of the AFT chair, with the chair of the hearing panel being Mr. John Walters. A full hearing was required to settle the case. The hearing was under the direction of Mr. John Walters. A report has been filed with President Stan Albrecht.

#### **Sanctions:**

To date, no sanctions have been filed with the AFT.

#### **Charges:**

The AFT has been charged with examining the issue of diversity in its membership in order to ensure that faculty from under represented ethnic groups would be fairly heard in a

grievance. AFT decided however, that doing so would violate the current election process. As such, the committee's chair was charged with addressing this issue at the college and department levels to ensure a greater appreciation of the need for diversity. No other action will be taken by the committee at this time.

**Proposed Changes:**

It was decided by committee that the following changes be made.

- 1) AFT should meet at least once per semester during the academic year.
- 2) AFT should have a training session that covers: the roles and responsibilities of hearing panel members, all grievance and sanction processes, and update members on changes in the law that may apply to cases to be heard.
- 3) AFT should create website and online training courses for new members. Further, this online resource will be used by existing members to update themselves on procedures. The website would provide the AFT Committee with new information they need to remain abreast of, such as laws that may affect how the AFT proceeds on either a grievance or sanction.

The AFT Committee respectfully submits this report to the Faculty Senate.

**BUDGET AND FACULTY WELFARE REPORT**

## Budget and Faculty Welfare Committee 2005-2006 Summary Report

Jeanette Norton, Chair, Agriculture [08]	John Kras, Education [06]
Kathryn Fitzgerald, Vice-Chair, Senate [06]	Irvin Nelson, Business [07]
Jim Bame, HASS [08]	Vicki Allan, Science [07]
Dan Davis, Libraries [06]	Lori Roggman, Senate [07]
Gene Schupp, Natural Resources [06]	Blake Tullis, Engineering [07]
Larry Hipps, Senate alternate, [07]	Adrie Roberts, Extension [08]
Stephen Bialkowski, past Chair off-campus as of January 2006 [06]	

This report covers the activities of the BFW committee since the last summary report in March 2005 through January 2006.

Meetings: 2005: March 22, April 12, September 28, October 25, November 30; 2006: January 31

### Facts and Discussions:

The Budget and Faculty Welfare committee is concerned with budget matters, faculty salaries, insurance programs, retirement benefits, sabbatical leaves, consulting policies, and other faculty benefits.

The duties of the Budget and Faculty Welfare Committee are to: (1) participate in the budget preparation process; (2) periodically evaluate and report to the Senate on matters relating to faculty salaries, insurance program, retirement benefits, sabbatical leaves, consulting policies, and other faculty benefits; (3) review the financial and budgetary implications of proposals for changes in academic degrees and programs, and report to the Senate prior to Senate action relating to such proposals; and (4) report to the Senate significant fiscal and budgetary trends which may affect the academic programs of the University.

Main items discussed at recent meetings include:

1. Formation, participation and reports related to the Employee Benefits Advisory Board
2. University budget discussions and impact of enrollment shortfalls
3. The financial and resource impacts of several academic program changes
4. Faculty Benefits their present status, future cost increases, and new incentives for effectively and efficiently using resources
5. Domestic Partner Benefits proposal

The results of BFW Committee actions may be found in the committee minutes published within the USU Faculty Senate web pages. A short summary of our actions and findings are given below.

### *Changes in BFW operation*

The BFW committee has become more involved in committees that are advisory to decisions affecting faculty benefits. We now have representation on the Employee Benefits Advisory Board (Jeanette Norton, Irvin Nelson, Jim Bame) and participate in formulating changes in faculty benefits including health and retirement. BFW has initiated dialog with Vice President for Finance Glen Ford to improve participation in the budget process. The BFW committee feels

that these improvements are responsive to our request to President Albrecht of May 2, 2005 requesting improved faculty input on budget and faculty welfare issues.

#### *Budget discussions with VP Glen Ford*

A strategic approach is needed for long-term financial health of USU. In fall 2005 there was an unexpected 3.5% budget cut to departments, primarily as a result of lower than expected student enrollments. Currently there is an \$8.6 million structural operational deficit at USU including \$4.6 million from previous years' budget shortfalls. Efforts to reverse enrollment declines include a bill submitted to the legislature funding residency waivers for local out-of state students and continued funding support for admissions and recruitment activities. Institutional support fees from branch campuses will be negotiated and hopefully continue. Tier II tuition increases may also be considered as necessary. No decisions will be made for next year until after the legislative session ends in March 2006.

There has been no state access money since 2003 and BFW members were concerned that this information had not been adequately or timely communicated to faculty and departments. Some departments were still operating under the assumption that graduate student enrollment was being reimbursed through access funds. Further budget discussions are planned for late spring 2006.

#### *Summary of academic program review*

The BFW Committee examined the financial implications and impacts to faculty of several new programs or degrees. The results of the BFW Committee discussions were communicated to EPC or its representative and are on record in the minutes. The BFW Committee assumes that financial problems found by BFW would be addressed before programs are approved by EPC. The committee clarified that name changes do not need to be approved by BFW since there is presumably no impact on budget or faculty welfare issues. The BFW committee resolved that that distance education programs that jeopardize the accreditation of on-campus programs not be supported. Support of these programs may negatively affect the long-term financial stability of the university, its on-campus programs, and the faculty who teach in these departments. This motion passed unanimously (Feb 22, 2005).

#### *Health Benefits*

In spring 2005, the BFW was concerned regarding imbalance between costs and premiums of the health coverage plans. The white-plan subsidizes the costs of the blue-plan although overall premiums account for only 5% of plan revenues. A suggestion from BFW that the respective premiums should be changed to more closely reflect differences between plan income and expense was not incorporated into the plan designs available for the 2005-2006 plan-year. Further discussion and input on plan design for 2006-2007 is ongoing through the EBAB committee. Promotion of a wellness program for USU employees and instituting incentives for the conservation of health benefits funds through the use of generic prescriptions were strongly supported by the BFW committee. Continued increases in medical and prescription costs to the plan exceed expected funding from the state and will likely result in increased costs to employees. The committee is concerned that increased costs for health benefits will offset potential gains in faculty compensation.

### *Domestic Partner Benefits Proposal*

The issue of health benefits for domestic partners was referred back to the BFW committee from faculty senate on December 5, 2005. The Budget and Faculty Welfare Committee has overseen the posting to the Faculty Senate website of the information the Senate requested. (See Domestic Partners on the Faculty Senate webpage). The BFW has further investigated the question of costs and although the actual cost to add dependent coverage for same-sex domestic partners is difficult to estimate with certainty, it is clear that the cost would be small in relation to the overall cost of the health plan. The BFW committee only considered cost information for “health benefits to same-sex domestic partners of Utah State University faculty and staff” as requested by the proposal, and did not address the cost of other benefits (e.g. bereavement leave, half price tuition for spouses, health benefits for dependent children of domestic partners, etc.). Such potential additional benefits were not included in the specific proposal under consideration. The most-current version of the domestic partner proposal is available on the faculty senate website. The BFW discussed these issues at the January 31, 2006 meeting and has returned the issue to the faculty senate for their consideration.

#### **Recommendations or actions needed:**

- 1) We recommend that a plan to receive periodic budget updates from either the Controller or the Vice President for Finance be formalized. This will promote BFW participation in the budget preparation process and allow the committee to report to the Senate significant fiscal and budgetary trends which may affect the faculty welfare.
- 2) Through EBAB, design considerations for health plans that will help to correct imbalances between white and blue plans will be made as early as possible before the open enrollment period. Adding incentives for wellness and efficient use of funds are highly recommended.
- 3) The issue of health benefits for same-sex domestic partners of USU employees is returned to the faculty senate for consideration. The committee agreed that employee benefits are a significant part of the overall compensation package that faculty consider during retention and recruitment decisions. The BFW committee believes the direct cost of offering health benefits to domestic partners would be relatively minor.
- 4) The BFW will meet in August 2006 so that review of academic programs needed for the EPC can proceed in a timely manner.

## **Bookstore Committee**

Report to Faculty Senate Executive Committee

February 21, 2005

The Bookstore Committee met on December 8, 2005. Due to computer problems, the Bookstore's complete annual report was not available. Bookstore Director Dave Hansen reviewed the store's "dashboard" of annual data with the committee, and ASUSU Extension Chair Kiersten Hewitt presented some textbook-related problems for extension students. No other issues were put forward for discussion.

In response to the annual report, the committee offered several suggestions, including:

- Find ways to reduce the price of USU clothing offered.
- Offer special pricing on USU clothing at the beginning of the year and prior to graduation.
- Offer reward points for textbook purchases which can be applied to the purchase of USU clothing.

Dave Hansen told the committee that the Computer Solutions operation will be soon be carrying more PC-related products in addition to the present focus on Macintosh.

Kiersten Hewitt discussed the difficulties extension students have obtaining textbooks for their classes in a timely manner. She identified the following problem issues and suggested some possible causes and solutions. The committee expressed their support for seeking ways to address these issues. Problems identified by Hewitt:

- Extension students do not order books until the first week of class.
- Faculty members use new editions of their texts every semester, eliminating the used book option and increasing costs to students.
- Faculty select text books late.
- When ordering on-line from the Bookstore, students cannot always tell whether the book they receive and pay for will be new or used.
- Shipping fees add to the cost of textbooks.
- Extension students have few purchase options other than the bookstore.

# USU Bookstore

## Compact Plan Update

### 2005-2006

David Hansen  
Director  
435-797-1645  
daveh@bookstore.usu.edu

#### **Introduction**

##### **I. Vision**

Our vision is to be an active team member in contributing to the success of the academic, research, and community life of the University. We are committed to the highest level of benefit at the least cost. Our customers mean everything to us!

##### **II. Mission**

The Bookstore operates at world-class status. We communicate, educate, set goals, and link rewards to specific performance accomplishments. We plan, align strategic initiatives with appropriate desired results, allocate resources to pre-established highest leverage opportunities, and establish clear, measurable milestones. We invite feedback to improve understanding and are committed to continued improvement.

##### **III. Departments**

###### *A. Selling Departments:*

- School and Office Supplies
- Textbooks
- General Books
- Athletic Concessions
- Gifts and Clothing
- Computers and Accessories (Computer Solutions)

###### *B. Non-selling departments*

- Accounting
- Shipping & Receiving
- Information Systems
- Customer Service & Cashiers
- Store administration

##### **IV. Context for Initiatives**

For the past three years, enrollments have declined and university operating budgets have been cut or not funded. Since the store's financial success is materially affected by these two elements, focus has been placed on increasing internal efficiencies, reviewing pricing strategies and reorganizing the store's structure to achieve greater value with a more efficient staff.

##### **V. Upcoming Challenges**

There are four major challenges impacting the store this next year:

1. Adjusting to a project enrollment decrease of 400+ students;
2. Retargeting our marketing efforts to cater to smaller, targeted customer groups and signature categories to increase customer value;
3. Reorganize the store's internal structure so it we are positioned to deliver on the commitments we have made;
4. Complete the Banner interfaces with our retail inventory control system and general ledger and balance our subsidiary records to the Controller's Office records.

## Store Initiatives

### I. Initiatives Supporting University Goals

A. *Curriculum-related materials will be available at the lowest possible cost for use three weeks before the start of classes.*

**Objective:** Have all course materials, or information about the location of class materials, available to students three weeks before the first day of class.

**Strategy:** Textbooks follows a term management plan to assure faculty responses to course request information.

**Schedule:** Ongoing management plan within Textbooks.

**Cost:** No additional cost.

**Measurement:**

1. Four "Faculty Adoption Reports" are prepared each term to the Provost, Deans, and Vice Presidents.
2. Percentage of Used Books available to students

**University Goals:** {3, 4}

**Status:**

1. Testing was completed on electronic Textbook Adoptions giving faculty an online means to submit their course material adoptions.
2. Implemented a new marketing campaign called "Get It campaign." The marketing objective is to encourage more students to shop at the Bookstore or via website. It consisted of a series of photographs of students and their testimonials of why they shop at the Bookstore for textbooks.
3. Book-it (textbook reservations) transactions increased 71% over last year. There were 1,192 orders placed, 5,756 items shipped with an average order size of \$256.20.<sup>1</sup>
4. Visited USU Uintah Basin Bookstore to evaluate it at the request of Continuing Education.
5. Completed a major project transitioning Express-a-Book (which handles mail order, web orders and special orders) from a cash register based system to order-entry via workstations. This has increased our ability to handle more transactions and made internal processes more efficient and less paper intensive.
6. Conducted Textbook price surveys for brick and mortar stores as well as online competitors to ensure our book offerings were at the lowest possible price.
7. Increased our custom course reader business by \$7,617.15 with no write-offs of unsold materials.

B. *Be an informed source and an active influence to facilitate campus-wide understanding of copyright issues.*

**Objective:** Ensure custom course materials and enhanced syllabi are clean, legal and available to students three weeks before the first day of class.

**Strategy:** The Bookstore will be proactive in educating the campus on the legal use of copyrighted materials for classroom use and the supporting services we offer to for citation clearance, royalty payment and retail sale to students.

**Schedule:** Ongoing management plan within Textbooks with visits starting Summer Term 2005.

**Cost:** No additional cost.

**Measurement:** Four "Faculty Adoption Reports" are prepared each term to the Provost, Deans, and Vice Presidents.

**University Goals:** {3, 4}

**Status:** Faculty visits and faculty meetings targeted to provide educational materials. We're also monitoring customer responses to digital textbooks at two other universities.

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<sup>1</sup> Express-a-Book 2004-2005 Activity Report

## II. Initiatives Supporting Unit Goals

### A. Continue to improve customer service.

**Objective:** The Bookstore will set a new standard of excellence in customer service. This service ideal influences our decisions in meeting the needs and expectations of each and every customer.

**Strategy:** Through ongoing customer surveys, student focus groups, NACS Faculty Satisfaction Surveys and Store Director Visits with deans and administrators essential feedback continues to be received and operations/processes changed. Specific programs being considered are

1. Storewide customer loyalty program;
2. Expansion of “Book-it” our textbook reservation service.
3. Focus on smaller market segments and creating sales reports to match segments.
4. Marketing will focus on four principles:
  - a. Retain existing customers so a net gain is achieved in customer base.
  - b. New customer Development (esp. new students)
  - c. Reactivation of old customers
  - d. Each customer can articulate why the Bookstore is the best place to shop.

**Schedule:** Student government focus groups, new student orientations and Dean’s visits will begin June 2005. Customer Satisfaction and Faculty surveys will begin with Fall Term 2005.

**Cost:** No additional cost.

**Measurement:** Student Survey Index, Wait time to Checkout, Sales Per headcount and FTE.

**University Goals:** { 1, 3, 4, 8 }

**Status:**

1. Storewide customer loyalty program now functioning in General Books. Textbooks will be the next focus.
2. Expansion of “Book-it” our textbook reservation service – completed.
3. Focus on smaller market segments and creating sales reports to match segments – customer database is being built. Re-engineering our storewide training to focus on a sales culture rather than “order taking.” Sales reports now exist and are being tested that summarize sales activity by sales channel (i.e. web, special order, telephone and walk-in).
4. Marketing will focus on four principles – ongoing at yearend. Orientations with the A-Team will be held in the fall again along with ASUSU and other major stakeholders who are responsible for orienting or leading student opinions.

Other activities related to customer service or employee development to support our customer service values were:

5. Customer wait times averaged 8 minutes; an improvement over the 11 minutes of Fall Term 2003. We used full-time line monitors that improved our customer throughput. We also used more “full-time” temporary employees, which improved customer service during class break times when student employees come and go.
6. A separate checkout for campus departments continued to be popular for those customers desiring to shop during the rush period.
7. All senior staff went to Mountain States College Store Association (MSCSA) Annual meeting and vendor show held at Salt Lake City, Utah. We had excellent speakers who talked about customer service, leadership skills and Textbook issues.
8. Valerie Hansen, who replaced Lori Cano in September as Gift and Clothing Department Manager, continues her training. She has lowered the price points on T-shirts, hooded sweatshirts and women’s clothing to increase merchandise appeal to students.
9. Student employees are scheduled based upon the store needs rather than the student’s schedule. Every effort is made to be flexible with students as long as it does not conflict with our customer service goals.
10. Trish Blair was previously elected to the board of directors for the Campus Computer Resellers Alliance. She attended the CCRA Council and VIP annual meetings in Atlanta, GA. October 16-20. The focus of the meetings was to plan the next annual conference to be held April of 2005. Also this group is making great headway in

negotiations with new vendors to help smaller schools see greater gains from computer and accessory sales while assisting the well-established schools with improved vendor relations.

11. Completed development of a new gift card program with the objective being to abandon our existing paper gift certificates in favor of a plastic card the size of a credit card. The same card is used for our Aggie Readers Club and allows us to track customer purchases allowing us to adjust our merchandise mix more quickly. The cards are also cheaper to purchase and manage than the Aggie Express cards.
12. Hired an outside sales person to develop campus office sales. Presently off-campus firms such as Office Depot serve the campus. This individual's primary responsibility is to increase sales from this market segment, educate campus staff to the store's value proposition and build positive relationships.
13. We introduced the Aggie Readers' Club during the second quarter. This club allows customers to purchase books and accumulate points redeemable for discounts on their next General Book Purchase. We ended the quarter with 425 new sign-ups for the program.
14. For the third year we have employed a student concessions manager for all outside sales events for the store. This has improved sales at athletic events and reduced inventory costs and labor costs.
15. For a second year we hired a merchandising student intern to assist us with visual merchandising. This significantly improved our displays, end caps and promotional setups increasing the visibility and salability of merchandise. It also provides a valuable educational experience for the intern.
16. Dave Hansen was voted the President Elect of the Mountain States College Store Association. Its membership is made up of college stores serving universities Utah and Idaho and includes Utah's Applied Technology Colleges. He is also a member of the Cache Chamber and a member of the Board of Directors for USU Credit Union. This broader exposure to other college stores and private sector businesses provides valuable insights on customer service, business planning, budgeting and best practices in store operations.

*B: The Bookstore will achieve a 13% contribution to the university*

**Objective:** A 13% contribution will be made back to the university to allocate to overhead, rent, indirect costs, and bond contingency.

**Strategy:**

1. Implement a revised retail budgeting system to streamline forecasts, budgeting and variance tracking.
2. Create a rolling sales growth forecast to support contribution and net profit goals.
3. Restructure the store's internal organization to deliver efficiencies, increase staff production and improve compensation.
4. Implement rolling budgets to capture information on sales trends as each accounting period closes.

**Schedule:** Preplanning for staff meetings begins with HR 5/23/05. Completion expected 8/30/05.

**Cost:** Salary costs will be impacted by role changes and position consolidations. The net effect will be determined prior to plan execution.

**Measurement:** The Bookstore's gross margin minus direct operating expenses. Each selling department has the following metrics monitored monthly and reported quarterly:

1. Gross Margin contribution to store
2. Labor ratio.
3. Inventory stock turn.
4. Inventory variance as percent of sales.

**University Goals:** {2, 3, 5}

**Status:** Lagging sales due to reduced enrollments have slowed our progress in achieving this objective. Store reorganization began in May 2005 by establishing the strategic direction with Associate VP of Business and Finance and HR. Project begins 5/23/05. Market segment analysis

project started 4/18/05. Rolling budgets will begin with the financial reports of Fall 2005. Other metrics appear on the attached dashboard.

*C: Achieve an annual net profit of 9%.*

**Objective:** A 9% net profit is needed to provide for long-term capital equipment needs, bond contingencies and operational reserves.

**Strategy:**

1. Monitor monthly operational performance with variance report.
2. Create metrics that increase focus on gross margin by selling department.
3. Develop standard statistic reports that are comparable to peer stores our size.
4. Compute margin contributions down to the SKU level to provide actionable data on SKU's not supporting this goal.
5. Proposal to assume operations of the Uintah Basin Bookstore.
6. Execute improvements to concession sales.

**Schedule:**<sup>2</sup>

2006	4.12%
2007	5.0%
2008	6.0%

**Measurement:** The Bookstore's gross margin minus direct operating expenses. Each selling department has the following metrics monitored monthly and reported quarterly:

1. Contribution to store
2. Labor ratio and
3. Inventory stock turn.

**University Goals:** {2, 3, 8, 9}

**Status:** Strategy items 1,2,3 are ongoing. Item 4 will start June 1, 2005 and item 6 has started.

*D. Reduce the labor ratio to 12% or less of gross sales.*

**Objective:** Labor costs are the largest controllable operating expenses of the Bookstore. Effective management of employees, both full-time and part-time student help, is critical to ongoing contributions to the University.

**Strategy:**

1. Restructure the store's internal organization to deliver efficiencies, increase staff production and improve compensation.
2. Implement training systems to reinforce culture and establish essential retail skills in the large pool of student employees.
3. Implement ongoing retail and leadership training for career personnel.

**Schedule:** Preplanning for staff meetings begins with HR 5/23/05. Completion expected 8/30/05.

**Cost:** \$5,000 in training materials.

**Measurement:** Monthly labor costs as percent of sales.  
Percent of employees at 90% of their career ladder predicted salary.  
Percent of career employees completing retail training  
Voluntary and involuntary terminations.

**University Goals:** {2, 5}

**Status:** Strategic direction set with Associate VP of Business and Finance and HR for store reorganization 5/23/05. In the Fall of 2005, we decided against using career ladders and maintained existing salary scales.

Rolling budgets will begin with the financial reports of November 2005. Due to leadership changes in Business and Finance along with Banner implementation, our schedule was delayed. We expect to complete the store reorganization and rewrite job descriptions of all personnel by June 30, 2006. Redesign of store training has not started.

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<sup>2</sup> These targets were set at a time when it was not expected enrollment trends would decline for multiple consecutive years. We are reconsidering the viability of these goals and/or their timeline.

*E. Continue to improve inventory management*

**Objective:** Sustained financial performance requires inventory management that provides the right products in the right quantities at the time customers want them.

**Strategy:**

1. Review and/or revise existing merchandise category plans based upon performance. Develop annual merchandising plans down to the category level.
2. Inventory purchases controlled by open-to-buy that supports the merchandise plan for sales, stock turns, margins and markdowns.
3. Review non-performing SKU's monthly as part of the monthly plan overview.
4. Drop non-performing SKU's quarterly rather than annually.
5. Develop a category growth plan to support contribution and net profit goals.
6. Refine pricing strategies to support a good, better and best perspective on product assortments.

**Schedule:** Merchandise plans for FY2006 completed. Open to buy plan by category completed. Non-performing SKU's are currently being evaluated under old annual review process. New process will begin at the end of first quarter. Category growth plan to be finished by 9/30/05. Merchandise category structure review to be completed by July 31, 2005.

**Measurements:**

1. Gross margin return on investment by category (GMROI)
2. Gross margin return on labor by department (GMROL)
3. Inventory turns by category for each department.
4. Average transaction size.
5. Average number of items per transaction.
6. Percentage comparison of active and inactive SKU's.
7. Months on plan by merchandise category

**University Goals:** {2, 5}

**Status:** Strategy items one and two have been completed for the FY2006 budget. Items three through five will be implemented in phases with final completion December 31, 2006. Pricing strategy review has started and will affect retail pricing in phases beginning the 3<sup>rd</sup> quarter of FY2006.

*F. Continue to use technology to improve the Bookstore processes.*

**Objective:** We will continue to maximize technology to support the store's seven other goals.

**Strategy:**

1. Upgrade current POS server to improve operational stability of POS system.
2. Create a storewide loyalty program with ABA standard electronic cards.
3. Evaluate the benefits of customer relationship management software to track customer segments, contacts and individual customer contacts.
4. Implement a store server to improve sharing of common files, staff scheduling and reduce software license costs.
5. Establish metrics for IT to demonstrate contribution to store.

**Schedule:** Strategy item one was completed 5/13/05. Item two has been started with completion expected 8/30/05. Item three has been started with completion expected 9/30/05. Item four has not been started.

**Measurements:**

1. POS down time.
2. Number of store loyalty cards issued.

**University Goals:** {2, 3}

**Status:**

1. A data warehouse for customer names has been built and 425 names have been added. Customers can "Opt-in" for store news, promotions and online incentives. Existing methods of managing this information overwhelmed our current processes. Once completed, we will be able to email customers information about their offers, special orders or communicate Aggie Reader Club point balances to customers.
2. The IT Office has successfully created a ranked depreciation list for Bookstore management that can provide basic guidelines for implementing a hardware and software replacement plan. The store's compact plan includes a consideration for the

impact that technology plays on providing world-class customer services. Customers expect information system responses consistent with contemporary technology and private business shopping experiences.

3. Supporting the Textbooks department buyback operations has been very successful. The IT Office, working with Sue Ezola of the Bookstore Text department and the non-USU book buying entities, has repeatedly and successfully deployed multiple computers to remote locations for the express purpose of providing Textbook buyback services for USU students. Without the direct support and involvement of the IT Office this operation would not succeed and the IT Office is very aware of this critical support responsibility. These remote activities involve at least 3 long-term IT issues:
  - a. Linux operating system – reducing our security risks and licensing costs
  - b. Wireless networking – greater flexibility in locating remote buyback stations
  - c. Remote or Satellite Operations – increases remote sales opportunities
4. The IT Office has researched and deployed a Contact Management software program, GoldMine, that meets three immediate Bookstore customer service requirements for the Aggie Reader Club and the Supply department. The goals of this project are:
  - a. To increase sales through direct marketing efforts.
  - b. Provide a centralized method of tracking customer contacts and customer interests so as to improve customer service levels and downstream sales.
  - c. The Supply department has added an outside sales person to their staff. She relies heavily on the GoldMine contact management software to coordinate and track her interactions with customers and their product or support requests.
5. Consistent with a recognized need to reinstall workstations as quickly as possible, the IT Office has developed a procedure where we use a KNOPPIX Linux distribution to create and store images of workstations. We can reinstall a basic workstation image in less than an hour and have some of the basic machines back in service in less than 3 hours. This includes POS cash register units. KNOPPIX software is open-source and entails no licensing costs.
6. The accounting department has purchased Prophix software for budget processing. The IT Office has been responsible for configuring, installing and deploying the hardware and basic software for this project.
7. Additional cash registers must be assembled for high traffic volume periods and then disassembled to increase floor space availability for resale inventory. To achieve these assembly and disassembly activities, the IT Office has utilized staff from other Bookstore departments rather than bringing in temporary assistance. Part-time employee retention is a concern for the Bookstore. This cross department labor utilization has provided existing employees with the opportunity to increase their payroll earnings consistent with University guidelines and eliminated the need to train temporary staff. While the basic cash register manipulations are achieved, it is also true that employee retention is enhanced while labor and associated training costs are controlled consistent with the Bookstore's compact plan.

End of Report  
Dashboards Follow

# PRPC BUSINESS

## Professional Responsibilities and Procedures Committee (PRPC) Report to Faculty Senate March 6, 2006

### Action Items for final approval:

1. Reasons for Non-Renewal. Code to qualify “cessation of extramural funding” as a reason for non-renewal of tenure-track faculty is presented for final review (Attachment 1).
2. Extension of Pre-Tenure Probationary Period. Code to specify that expectations for achievements will be no greater when the pre-probationary period has been extended than if it had not is presented to for final review (Attachment 2).
3. Deans’ Tenure and Promotion Advisory Committees. Revised code to require ombudsperson attendance at meetings of such committees, and disclosure to the respective college of the composition of the committees, is presented for review (Attachment 3).

### Information Items:

1. Clarification of Revision of Role Statement. A revision of Code 405.6.1, Role Statement and Role Assignment, was drafted to reflect procedures established by the Provost’s office for annual meetings of tenure and promotion committees (Attachment 4).
2. Deadline for Initial Promotion Committee Meeting. Currently, faculty wishing to be considered for promotion must convene a promotion advisory committee by October 15, nearly a year in advance. However, this information is not found with other advice to faculty wishing to be considered for promotion. We propose including this deadline where it can easily be found, pushing this date forward four months, and making the deadline for formation of the promotion advisory committee consistent with this date (Attachment 5).
3. Temporary Vacancies on Tenure and Promotion Advisory Committees. There was concern regarding temporary vacancies on tenure and promotion advisory committees. After studying the current code (Attachment 6) PRPC felt it provided the appropriate flexibility to allow the “appointing authority” to deal with emergencies (e.g., negotiate a one-time change in administrative deadlines; fill the vacancy with an equivalent faculty person, etc.).

### Attachment 1

#### 407.7.2 Reasons for NonRenewal

There are only three reasons for nonrenewal: cessation of extramural funding *that is required for a substantial portion of the salary support of the faculty member*, unsatisfactory performance of the faculty member's assigned role (policies 405.6.1 and 11.1) or failure to satisfy the criteria for the award of tenure. A denial of tenure shall be based upon tenure advisory committee review (policy 405.7.2). Nonrenewal prior to the end of the pre-tenure probationary period for tenure eligible faculty is an administrative decision of the department head, director, dean, or vice president and must be approved by the Provost and President. Nonrenewal prior to the end of the pre-tenure probationary period may be based on tenure advisory committee review (policy

405.6.2(1). Tenure-eligible and term appointment faculty members may not have their appointments nonrenewed for reasons which violate their academic freedom or legal rights.

## **Attachment 2**

### 405.1.4 Pre-Tenure Probationary Period

(3) Leaves of absence.

An academic year(s) in which leave without pay is taken will not count as part of the faculty member's pre-tenure probationary period. When a tenure-eligible faculty member is on any leave of absence with pay for one or more semesters in an academic year, upon recommendation from the faculty member's department head or supervisor, director (where applicable), and the dean or vice president, the Provost may approve ~~a hiatus~~ *an extension* from the faculty member's pre-tenure probationary *period* in cases such as, but not limited to, Family and Medical Leave, Sick Leave, Military Leave, and Jury and Witness leave.

#### *(4) Extension of Pre-Tenure Probationary Period.*

*Even if a leave of absence is not taken, at any time during the tenure process a tenure eligible faculty member can request an extension of the pre-tenure probationary period for one year for reasons including, but not limited to, medical needs of the faculty member or a family member or family responsibilities (including birth of a child or adoption). This extension may be requested up to two times, so long as the total pre-tenure probationary period does not exceed nine years. Upon recommendation from the faculty member's department head or supervisor, director (where applicable), and the dean or vice president, the Provost may approve an extension of the faculty member's pre-tenure probationary period. During the year in which the pre-tenure probationary period extension is granted, faculty responsibilities may be negotiated. When the faculty member that has extended the pre-tenure probationary period goes forward for tenure, research expectations will be no greater than if the tenure extension had not been utilized.*

**(4 5)** Award of tenure in lieu of pre-tenure probationary service.

When substantial justification is provided by a faculty member's tenure advisory committee, department head or supervisor, director (where applicable), and dean, or vice president, the President may recommend the granting of tenure to a faculty member at any time.

## **Attachment 3**

### 405.7 PROCEDURES SPECIFIC TO THE TENURE PROCESS

#### 405.7.2 Additional Events During the Year in which a Tenure Decision is to be Made

(4) Evaluation and recommendation by the director (where applicable), dean, or vice president.

The director (where applicable), dean, or vice president will send his or her own recommendation, the department head's recommendation, and the tenure advisory committee's recommendation to the provost on or before January 11, except that for third-year appointees the

date is November 20 (see Table 405.1.4). A copy of the director's (where applicable), dean's, or vice president's letter shall be sent to the tenure advisory committee and the candidate and placed in his or her file. *Any advisory committee formed to evaluate the candidate shall also utilize an ombudsperson and make the names of the members of the committee know to the college.*

## 405.8 PROCEDURES SPECIFIC TO THE PROMOTION PROCESS

### 405.8.3 Procedures for Promotion

(4) Evaluation and recommendation by the director (where applicable), dean, or vice president.

The director (where applicable), dean, or associate or assistant vice president for Extension will send his or her own recommendation, the department head's or supervisor's recommendation, and the promotion advisory committee's recommendation to the Provost on or before January 11. A copy of the director's (where applicable), dean's, or vice president's letter shall be sent to the promotion advisory committee and the candidate and placed in his or her file.

The dean, director, or vice president may convene an ad hoc advisory committee to review promotion recommendations under his or her purview. The members of this committee shall have tenure and rank equal to or greater than that sought by the candidate and shall not have appointments that are primarily administrative, including that of department head and supervisor. The dean, director, or vice president shall chair the committee. *Any advisory committee formed to evaluate the candidate shall also utilize an ombudsperson and make the names of the members of the committee know to the college.*

## **Attachment 4**

### 405.6 TENURE, PROMOTION AND REVIEW: GENERAL PROCEDURES

#### 6.1 Role Statement and Role Assignment

The role statement shall be reviewed, *signed and dated annually by the faculty member and department head or supervisor, and shall be revised as needed.* The process of revision may be initiated by either the faculty member or the department head or supervisor. Any revision of the role statement should be mutually agreed to by the faculty member and department head or supervisor and approved by the director (where applicable) or dean. If agreement cannot be reached, individual department, college, and/or University appeal or hearing procedures should be used to resolve disagreements before transmitting revised role statements to P/T committees. A copy of the role statement, and any later revisions, will be provided to the faculty member, the department head or supervisor, director (where applicable), the dean, vice president, the Provost, and the members of the tenure and/or promotion advisory committee.

## **Attachment 5**

### 405.8 PROCEDURES SPECIFIC TO THE PROMOTION PROCESS

#### 8.2 Faculty with Tenure

(1) Meetings of the promotion advisory committee

[one paragraph]

When the faculty member is ready to be considered for promotion to full professor, the promotion advisory committee shall meet upon request of the faculty member, to consider a recommendation for promotion to full professor the following fall. This initial meeting shall take place prior to February 15, six months before the faculty member submits materials for consideration and review.

405.6.2 Advisory Committees

(2) Promotion advisory committee.

[one paragraph]

Following tenure, if a faculty member so desires, he or she may request in writing to the department head or supervisor that a promotion advisory committee be formed and meet with the faculty member. This will be done by the department head in consultation with the faculty member and the director (where applicable), dean, vice provost or vice president within 30 days of receipt of the written request. The promotion advisory and tenure committee must be formed by ~~March 30<sup>th</sup>~~ February 15<sup>th</sup> of the third year following tenure and it is recommended that the informational meeting outlined in 405.8.2(1) ~~below~~ above be held at this time.

[two paragraphs]

When a department head or supervisor is being considered for promotion, the director (where applicable), the appropriate dean, or vice president shall appoint the promotion advisory committee; when a director (where applicable), dean, or vice president is being considered, the Provost shall appoint the promotion advisory committee. When a faculty member with tenure wishes to be considered for promotion, at the request of the candidate for promotion the department head or supervisor shall, by ~~October~~ February 15 of the ~~Fall~~ Spring Semester ~~one year six months~~ prior to that consideration, convene the promotion advisory committee to meet with the candidate.

**Attachment 6**

405.6.2 Advisory Committees

(1) Tenure advisory committee.

The tenure advisory committee members shall be tenured and hold rank higher than that held by the faculty member under consideration unless that faculty member is an untenured full professor, Extension professor, librarian, or Extension agent. If there are fewer than five faculty members in the academic unit with higher rank than the candidate, then the department head or supervisor shall, in consultation with the director (where applicable), dean, or vice president, complete the membership of the committee with faculty of related academic units. The

department head or supervisor shall not serve on tenure advisory committees. The appointing authority for each committee shall fill **vacancies** on the committee as they occur. In consultation with the faculty member and the director (where applicable), dean, or vice president, the department head or supervisor may replace members of the tenure advisory committee. The candidate may request replacement of committee members subject to the approval of the department head or supervisor, the director (where applicable), and the dean, or vice president.

(2) Promotion advisory committee.

The promotion advisory committee will be composed of at least five faculty members who have tenure and higher rank than does the faculty member. The department head or supervisor shall appoint a chair other than him or herself. Normally, two academic unit members of higher rank who have served on the candidate's tenure advisory committee shall be appointed to the promotion advisory committee, and at least one member shall be chosen from outside the academic unit. If there are fewer than four faculty members in the academic unit with higher rank than the candidate, then the department head or supervisor shall, in consultation with the director (where applicable), dean, or vice president complete the membership of the committee with faculty of related academic units. Department heads and supervisors shall not serve on promotion advisory committees. The appointing authority for each committee shall fill **vacancies** on the committee as they occur. In consultation with the faculty member and the director (where applicable), dean, or vice president, the department head or supervisor may replace members of the promotion advisory committee. The candidate may request removal of committee members subject to the approval of the department head or supervisor and the director (where applicable), dean, or vice president.

## **TECHNOLOGY & MEDIA IN USU CLASSROOMS**