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## Faculty Senate Executive Committee Agenda, January 22, 2007

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## **FACULTY SENATE EXECUTIVE COMMITTEE**

22 January 2007, 3:00 p.m.  
Champ Hall Conference Room

### **Agenda**

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- 3:00 Call to Order** ..... John Kras  
Approval of Minutes of December 11, 2006
- 3:05 Announcements** ..... John Kras  
AFT Chair Elect
- 3:10 University Business**.....President Albrecht  
Comprehensive Campaign Announcement
- 3:20 Information Items**  
Bookstore Committee Report ..... Jan Alm  
EPC Business ..... Steven Hanks  
USU Early Retirement Program..... Glenn Ford
- 3:50 Key Issues and Action Items**  
Committee on Equity and Diversity..... Brian McCuskey
- 4:00 New Business**  
Faculty Senate Review ..... John Kras
- 4:10 Adjournment**

**USU FACULTY SENATE EXECUTIVE COMMITTEE  
MINUTES**

**December 11, 2006, 3:00 p.m.  
Champ Hall Conference Room**

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**Present:** President Stan Albrecht, Provost Raymond Coward, John Kras, Doug Ramsey, Brian Atwater, Janet Alm, Daren Cornforth, Robert Schmidt (for Steven Burr), Ed Heath, Pat Lambert, Gary Merkley, Byron Burnham (for Brent Miller), Adrie Roberts, Will Popendorf, and Andi McCabe

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John Kras called the meeting to order at 3:00 p.m.

**Approval of Minutes of November 20, 2006**

Will Popendorf motioned to approve the November 20, 2006 minutes. Pat Lambert seconded the motion; motion was carried unanimously.

**Announcements**

1. John Kras received an e-mail from Jennifer MacAdam requesting to step down from chairing the PRPC committee. Britt Fagerheim will be taking her place on both this committee and the Faculty Senate committee. John thanked Jennifer for her commitment while she served on the committee and for a job well done.

**President Albrecht – University Business**

1. Senator Bennett continues his work in Washington D.C. on our new building project.
2. Senator Hatch is working on the federal side on our second building – the Utah Basin Energy project.
3. Some significant gifts include dollars used for student retention for students who are facing financial challenges. Another gift of scholarship money goes to the Uintah Basin campus.
4. Budget Report: President Albrecht's first priority is salaries and retention funds.

**Provost Coward – Provost Office Business**

1. The dean of science airport interviews were conducted this last week in Salt Lake City. The search committee has identified a short list of candidates to invite here to campus at the end of January.
2. The Regents budget this year includes \$3 million for need-based scholarships and we will get a percentage of that.

**Information Items**

**1. Council on Teacher Education Report**

Francine Johnson presented the annual report summary which included program and policy changes along with several information items, which include testing in majors and minors requirements and the implementation of Live Scan Fingerprinting in January 2007. The complete report can be viewed on the Faculty Senate webpage.

Pat Lambert motioned to place the full report on the Consent Agenda of the January 8, 2006 Faculty Senate meeting. Byron Burnham seconded the motion; the motion carried unanimously.

**2. Campus Retention Report**

Noelle Call, director of the newly formed Office of Retention and First-Year Experience, presented the overview of specific enrollment and retention data. Also include in her report was the 2007 Common Literature Experience Short List and list of questions she would like answered by anyone who has read any of the books. The final selection will be determined January 16, 2007.

Janet Alm motioned to place the report on the Consent Agenda of the January 8, 2006 Faculty Senate meeting. Pat Lambert seconded the motion; the motion carried unanimously.

3. **Research Council Report**

Lorraine Walker presented the annual Research Council Report for Vice President Brent Miller. The report covers the major activities of the research office from July 1, 2005 – June 30, 2006. It includes: Service Units; Strategic Units; Research Council Membership and Functions; Use of F&A Funds; and selected Research Issues. Robert Schmidt wondered if the section of the VPR's report discussing the Laboratory Animal Research Center should be augmented to provide additional information about Institutional Animal Care and Use Committee activities. Lorraine requested clarification of the type of information to be provided and said she would augment the VPR's report based upon feedback from the IACUC committee.

Adrie Roberts motioned to place the report on the Consent Agenda of the January 8, 2007 Faculty Senate meeting. Byron Burnham seconded the motion; the motion carried unanimously.

4. **Scholarship Advisory Report**

Steve Sharp presented the scholarship figures for 2005-2006, which totaled almost \$20 million. USU distributes an additional \$50 million in state and federal financial aid. Ed Heath motioned to place the report on the Consent Agenda of the January 8, 2007 Faculty Senate meeting. Robert Schmidt seconded the motion; motion carried unanimously.

5. **EPC Business**

Steven Hanks presented the recommendations brought forward by EPC. Gary Merkley motioned to place the EPC Report items on the Consent Agenda of the January 8, 2007 Faculty Senate meeting. Pat Lambert seconded the motion; the motion carried unanimously.

**Key Issues and Action Items**

There were none.

**New Business**

1. **Committee on Equity and Diversity**

At the request of Christine Hult, ADVANCE team, Will Pependorf generated discussion on whether or not a new committee should be formed to monitor Equity and Diversity issues. The committee could possibly whose charge would be to review the data provided by AA/EQ each year, with regard to the AAUP gender indicators and other diversity indicators as appropriate. ADVANCE is a limited project that covers only some of the colleges and that will end in two years.

Bob Schmidt motioned that the President appoint an ad hoc committee to review whether a new committee is needed to monitor the current process of diversity and equity. Pat Lambert seconded the motion; the motion received only two affirmative votes and did not carry. After further discussion, Daren Cornforth motioned to place this topic as an Information item on the January 8, 2007 Faculty Senate meeting and to invite Ann Austin (ADVANCE) to explain what she is currently doing on this topic. President Albrecht and Provost Coward will also be asked to provide the senators with more information on the future plans of this subject. Ed Heath seconded the motion; the motion carried unanimously.

2. **Dean's Tenure and Advisory Committees**

This item was removed from the PRPC Report of the December 4, 2006 Faculty Senate meeting. Ed Heath motioned to bring back this item to the Key Issues and Action Items of the January 8, 2007 Faculty Senate meeting for further discussion before charging PRPC with updating code 405.7 Procedures Specific to the Tenure Process. Will Pependorf seconded the motion; the motion carried unanimously.

**Adjournment**

Gary Merkley motioned to adjourn the meeting; Doug Ramsey seconded the motion and it was carried. The meeting was adjourned at 4:30 p.m.

# **Bookstore Committee Report to Faculty Senate**

## **January 16, 2007**

The Bookstore's FY 2005-2006 annual report was distributed to members of the Committee. In the absence of interest from Committee members or issues requiring Committee attention, the Bookstore Committee has not met this year.

Attached: [USU Bookstore's FY 2005-2006 Annual Report](#)

Respectfully submitted,  
Jan Alm, Chair

## I. VISION STATEMENT

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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!

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## II. MISSION STATEMENT

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The Bookstore's primary objective is to support students, faculty, staff, and visitors by providing high quality products and exemplary services.

The Bookstore Serves

- ◆ **STUDENTS** by providing easy access to text, reference, trade books, and other educational materials.
- ◆ **FACULTY** by ensuring course materials are identified, ordered, and received on time.
- ◆ **STAFF** by providing supplies.
- ◆ **VISITORS** by providing Aggie-related merchandise.

The aforementioned will be accomplished by:

- ◆ Merchandise being
  - high value.
  - available.
  - attractively displayed.
  - well organized.
- ◆ Associates who
  - are informed and well trained.
  - serve customers.
  - are recognized.
  - are treated with dignity.

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.

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### III. INTRODUCTION and CONTEXT

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The fiscal year 2005-06 was a year of change for our organization. The Vice President of Business and Finance changed and Associate Vice President for Auxiliaries retired. With a new Vice President, the division of Business and Finance was reorganized. Priorities were changed or refreshed, new perspectives discussed and several personnel changes developed.

The Bookstore was administratively reorganized in the fourth quarter of 2005-06 executing, in part, a plan that had been developed over the past 18 months. The Vice President appointed Terry Hodges as interim director. There followed many personnel changes and retirements which are still underway today. Out of these changes has come a more robust organization. Major initiatives developed thus far are:

1. To present to store customers an identifiable and professional look for store employees and to develop employee staffing and presence to meet all customer needs within the store.
2. To ensure that the store IT presence is progressive and state of the art in meeting current and future store needs.
3. To design and set the North Store to be efficient for customer access to store items and needs, to feel comfortable to customers, and provide an enhanced customer experience.
4. To design and set the South Store to be efficient for customer access to store items and needs, to feel comfortable to customers, and provide an enhanced customer experience.
5. To optimize product and product mix for customer needs and to increase market share (customer base) through marketing, events, and communication channels.
6. To ensure that the bookstore has the highest quality student and part-time employees available.
7. To develop a model regional campus store, incorporating high customer service principles that will be the basis for expanding this concept to other regional campuses.
8. Centralize all store order fulfillment into a Call Center to improve efficiencies and increase service levels to customers ordering by phone, web, or email.
9. To review/update original PRISM data standards and cleanse existing data. Emphasis on maximizing search engine optimization of item records for ecommerce customers and potential conversion to new inventory control system. Create a process to periodically audit compliance to data standards.
10. To provide a single point of contact for customers placing phone calls, emails and web ordering into a single department of highly trained employees who provide the necessary customer service to meet the customers' needs.

Each of these eight initiatives has been assigned to eight employee groups or committees who develop goals and execute details for accomplishment of those goals. Since most of the past year has been focused on either preparing for or executing these initiatives, what follows is a report of outcomes thus far. Additionally, metrics to track progress are currently being discussed by the director and employees. Our emphasis is to measure what matters or directly relates to our customers' service experience. It expected many of these measures will be in place and baselines established beginning the third quarter of 2006-07.

## Store Goals & Updates

GOALS	OBJECTIVES	PLAN	ACHIEVEMENT HIGHLIGHTS
1. To present to store customers an identifiable and professional look for store employees and to develop employee staffing and presence to meet all customer needs within the store.	<p>A) To help customers identify staff easily;</p> <p>B) Increase floor presence of staff to increase customer service.</p> <p>C.) Increase customer access to store products/services.</p>	<p>A. The committee has implemented a new storewide uniform policy. This involved the purchasing of standard uniforms and nametags for all employees. Employees are now easy to identify throughout the store allowing customers to find assistance more easily.</p> <p>B. Working together with the Rush Committee, we successfully assisted with implementing ways to welcome and engage customers waiting for merchandise during the fall rush period.</p> <p>C. The committee has proposed the purchase of vending machines to be placed at various locations throughout campus. The vending machines are specially designed for the sale of Scantron testing forms. This would assist students in purchasing needed supplies before, during, and after store hours.</p> <p>D. The committee is beginning to prepare for the eventual take over of scheduling for hourly student employees. We will also be responsible for the rotation and staffing of employees throughout the store once process is completed.</p> <p>E. We will also be working on training procedures for all employees on proper customer service throughout the store.</p>	<p>* Store uniforms were designed, produced and distributed.</p> <p>*Game Day shirts were distributed to encourage a team spirit among employees and customers.</p> <p>*A uniform policy/form was created and approved by management which is read and signed by all staff.</p> <p>*A rush strategy to engage waiting customers at term start times was tried and deemed successful during fall term rush of August/September 2006.</p> <p>*Three vending machine locations have been approved across campus. Vending machines are being ordered to dispense school/office supplies.</p> <p>*Store hours were expanded. Tuesdays the store closes at 7pm and Saturdays' closing at 3pm.</p>

GOALS	OBJECTIVES	PLAN	ACHIEVEMENT HIGHLIGHTS
2. To ensure that the store IT presence is progressive and state of the art in meeting current and future store needs.	<p>A) Create a store intranet for internal and branch store communications.</p> <p>B) Deploy hardware to support new Brigham City branch store operations.</p> <p>C) Improve website look and function so it is state-of-the-art e-commerce.</p> <p>D) Configure and deploy hardware for branch stores at Tooele, Roosevelt and Vernal regional campus stores.</p> <p>E) Deploy replacement server for main store.</p> <p>F) Deploy Windows update server to meet branch store needs.</p>	<p>A. Identify and order point-of-sale, workstation and printing needs of Brigham City Campus Store.</p> <p>B. Understand and design LAN, Electrical and Telephone connectivity related to North Store floor reset/remodel.</p> <p>C. Started e-commerce project: - Deployed information to first tier Bookstore managers to begin their training in the ICBA/ICBB Web-Net program; - Created or acquired preliminary background scripts and reports to provide support for departments involved in the Web-Net programs; - Dedicated staff member to maintain current website issues to ensure department requests are processed in reduced timelines; - Altered website access at department level to decrease time lines in deploying catalog images.</p>	<p>* Brigham City Campus Store hardware/software installed and successfully running.</p> <p>*Created suggestions for LAN, Electrical and Telephone connectivity requirements to be utilized by the committee involved in relocating the Computer Technology department on the sales floor.</p> <p>*Objectives D, E, &amp; F are future projects.</p>



## Store Goals & Updates - Continued

GOALS	OBJECTIVES	PLAN	ACHIEVEMENT HIGHLIGHTS
3. To design and set the North Store to be efficient for customer access to store items and needs, to feel comfortable to customers, and provide an enhanced customer experience.	<b>A) Create an inviting store feel that invites increased store browsing similar to South Store.</b> <b>B) Move technology product to center of store.</b> <b>C) Improve textbook floor layout and access.</b> <b>D) Relocate textbook reservations to east wall of north store allowing customer service from hallway.</b>	A. Discuss customer needs with store employees and customers. B. Develop a scaled plan that suggests options that meet customer needs. C. Identify infrastructure changes to meet plan.	* Customer needs have been identified. * Scale Plans have been drawn and store fixture needs identified. * Employees are being given a comment period prior to bidding plan for construction which will begin Spring 2007.

GOALS	OBJECTIVES	PLAN	ACHIEVEMENT HIGHLIGHTS
4. To design and set the South Store to be efficient for customer access to store items and needs, to feel comfortable to customers, and provide an enhanced customer experience.	<b>A) Relocate magazines to improve sales.</b> <b>B) Provide for a children's selling area to cross-merchandise children clothing and books.</b> <b>C.) Relocate seasonal cards to increase cross-merchandising opportunities for Books and Clothing.</b> <b>D. Increase light levels in several dark areas and replace existing defective lighting.</b>	A. Discuss customer needs with store employees and customers. B. Develop a scaled plan that suggests options that meet customer needs. C. Identify infrastructure changes to meet plan.	* Customer needs have been identified. * Scale Plans have been drawn and store fixture needs identified. * Project has started with remodel of the magazine area.

GOALS	OBJECTIVES	PLAN	ACHIEVEMENT HIGHLIGHTS
5. To optimize product and product mix for customer needs and to increase market share (customer base) through marketing, events, and communication channels.	<b>A. Improve customer service levels by keep fast moving items in stock.</b> <b>B. Identify and reduce slow selling products.</b> <b>C. Provide customers with comparison prices on popular products.</b> <b>D. Reduce cost of goods and increase sales margins through competitive buying.</b> <b>E. Increase seasonal merchandise offerings.</b>	A. Monitor Inventory sell-through weekly. B. Expand our "Dare to Compare" program to more gen mdse products and textbooks. C. Experiment with rental textbooks to reduce student costs. D. Increase in-aisle signage to communicate value and/or product feature/benefits. E. Increase Saturday traffic by inviting community to store through specials, advertising etc. F. Shop non-traditional mdse sources for better pricing & for unique mdse. G. Expand bargain books category in General Books. H. Create employee incentive program to sell featured merchandise.	* All item movements are monitored daily with monthly strategic reviews. * All merchandise categories have forecasts for sales and inventory levels to control purchasing. *Dare To Compare program was succes-sful fall term based on sell-through. To be repeated Spring Term. *Students using textbk buyback had option of putting their money on store gift cards - successful fall term; to be repeated for Dec buyback. *Website needs to be upgraded to full e-commerce site. See IT Committee. *Approval given for first store ad in local off-campus newspaper to build Saturday community traffic. *Cashier incentive to sell flash drives fall term extremely successful. Will be repeated in January.

## Store Goals & Updates - Continued

GOALS	OBJECTIVES	PLAN	ACHIEVEMENT HIGHLIGHTS
6. To ensure that the bookstore has the highest quality student and part-time employees available.	<b>A. Reduce labor costs and increase customer service by organizing and deploying hourly employees differently.</b> <b>B. Build incentive for student employees to work more autonomously with more initiative.</b> <b>C. Create contract salary schedule that pays more for productive employees.</b>	A. Identify departmental labor needs. B. Develop a common list of gateway criteria, testing and questions for applicants. Centralize hiring of student employees. C. Create a pool of skilled employees who can work in any department. D. Identify skill sets for pooled employees. E. Create hourly wage rate to support overall goal and achieve the goal of 10:1 applicants to employee hires. F. Develop a method to evaluate pool employee skill-set competency. G. Revise contract salary schedule to pay more for productive employees.	* Departmental needs identified *Gateway hiring criteria established for hourly and contract employees. *Employee pool created and employees scheduled on a wkly basis. *Skillsets documented and training started. *Process of employee periodic evaluations being developed.

GOALS	OBJECTIVES	PLAN	ACHIEVEMENT HIGHLIGHTS
7. Develop a model regional campus store, incorporating high customer service principles that will be the basis for expanding this concept to other regional campuses.	<b>A. Identify students needs at regional campuses at Brigham City, Roosevelt &amp; Tooele.</b> <b>B. Identify a retail sales model to meet campus needs.</b> <b>C. Design store to accomodate retail needs.</b> <b>D. Create a logics process to initially stock store then provide ongoing replenishment.</b> <b>E. Create a branch store manager position equivelant in structure/pay to main store dept managers.</b> <b>F. Create marketing plan to promote store services to campus and community.</b>	A. Starting with regional campus @ Brigham City, identify retail needs. B. Identify product categories to meet customer needs. C. Identify fixture/equipment needs. D. Identify logistic options for shipping products to and from store. E. Create inventory and cash control process for each store. F. Create & build a store design to meet needs and of size to be profitable. G. Develop grandopening marketing plan and collateral. H. Develop buyback marketing plan & collateral materials..	* Brigham City store operational as of 9/30/06. *Manager hired for Roosevelt and Vernal 12/4/06. *Tooele store currently being designed and interviews for manager underway.

GOALS	OBJECTIVES	PLAN	ACHIEVEMENT HIGHLIGHTS
8. To design and remodel dedicated space in Spectrum for basketball concessions and other events scheduled in this facility. Goal is to improve efficiency for customer access to store items and needs at athletic events, to feel comfortable to customers, and provide an enhanced customer experience.	<b>A. Improve the look of concessions operation with a permanent location for retail sales.</b>	A. Identify space. B. Identify a retail sales model to meet cconcession needs. C. Design store to accomodate retail needs. D. Construct the store. E. Create a grand-opening marketing plan for FY06-07 Basketball.	* Store design complete. *Construction started 12/4/06.

## Store Goals & Updates - Concluded

GOALS	OBJECTIVES	PLAN	ACHIEVEMENT HIGHLIGHTS
<p>9. To review/update original PRISM data standards and cleanse existing data. Emphasis on maximizing search engine optimization of item records for ecommerce customers and potential conversion to new inventory control system. Create a process to periodically audit compliance to data standards.</p>	<p><b>A. To standardize how items are built in our inventory control system.</b>  <b>B. Improve item searches for future e-commerce website.</b>  <b>C. Simplify/standardize skill-set development for employee training in use of PRISM.</b>  <b>D. Ensure inventory database is clean for conversion to new system.</b></p>	<p>A. Identify existing data standards in use by each selling department.  B. Seek "best practices" in use by other college stores.  C. Develop new data entry standard and align staff to its principles.  D. Implement data standard for all new items.  E. Begin cleansing existing data records.</p>	<p>*Identification of existing and/or documented data standards in process.</p>

GOALS	OBJECTIVES	PLAN	ACHIEVEMENT HIGHLIGHTS
<p>10. To provide a single point of contact for customers placing phone calls, emails and web ordering into a single department of highly trained employees who provide the necessary customer service to meet the customers' needs.</p>	<p><b>A. Consolidate multiple departmental order fulfillment processes into one department.</b>  <b>B. Provide a single point of contact for returning customers.</b>  <b>C. Increase web sales through better customer service.</b></p>	<p>A. Consolidate departmental order fulfillment into a call center.  B. Identify and resolve logistic issues and work rules in handling call center customers.  C. Simplify/standardize skill-set development for employee training in use of PRISM.  D. Develop necessary training documentation after meeting with departments.</p>	<p>*Phased consolidation of multiple order fulfillment areas started with Office/School Supplies. *Employee skillsets defined.  *Training documentation completed.</p>

**Educational Policies Committee**  
**Report to the Faculty Senate**  
**February 5, 2007**

The Educational Policies Committee (EPC) met on January 11, 2007. Minutes of the meeting may be viewed on the EPC website.

The Educational Policies Committee, after careful review, recommends approval of the following action by the Faculty Senate:

Request from the Department of Special Education and Rehabilitation to add a specialization in Speech-Language Pathology to the PhD Program in Disability Disciplines (Approved by EPC 1/11/2007)

Resolved: There shall be a Faculty Senate committee on Faculty Diversity, and Equity. It shall consist of 9 members, one from each College, plus library and extension. The chair of the committee shall serve on Faculty Senate. Term lengths shall be the same as other standing Faculty Senate committees. Its charge shall be as follows:

- 1) Collect and monitor data to identify and promote best practices for faculty development, mentoring, and work environment to facilitate faculty success at all career levels;
- (2) Evaluate and advocate processes for faculty recruitment, promotion, and retention that promote diversity, equity, and work/life balance for the faculty;
- (3) Issue periodic reports on the activities and findings of the committee and make recommendations for improvements and implementation of these improvements.

Arguments in favor of a Faculty Senate Committee on Diversity and Equity:

- This committee could continue the work that ADVANCE has started, when the grant is scheduled to end in September of 2008.
- The President's Campus Climate for Women is a valuable and worthwhile committee. When it was functioning in 2005 this committee included faculty, professional and classified staff. Therefore it is most common and appropriate for this group to focus on issues that are of interest of all three of these groups of women. However, issues that uniquely concern faculty members may not be well addressed in this committee.
- The proposed Faculty Senate committee on Diversity and Equity is different from the President's Campus Climate for Women because it would focus on issues of particular concern to faculty such as promotion and tenure and recruitment processes. Also this committee would be able to address the concerns of minority faculty as well as women. This campus has not had a history of having a system to review and address the concerns of minority faculty.
- This committee would be independent of administration and thus less affected by the changing priorities of different administrations.
- The data to be collected could include: the experiences and concerns of minority faculty and women faculty particularly in fields where they represent low percentages; identification of best practices and policies from other universities; review and analysis of the data available from the Utah State Office of Planning and Assessment; review and analysis of data available from other national sources such as AAUP and NSF.
- A Google search on faculty senate committee diversity yielded over one million hits suggesting that many universities have this type of committee in place. The language for this proposal was adapted from the University of Pennsylvania Faculty Senate committee.