Faculty Senate Minutes
1:00 – 2:15 P.M.
September 29, 2011

Members Present	**Members Absent**	**Guests**
Aram Hajian	Garegin Gevorgyan	Rebecca Carter
Varduhi Petrosyan	Karen Aghababyan	
Catherine Buon	Vahan Bournazian*	
Melissa Brown	Gagik Gabrielyan	
Irshat Madyarov		
Byron Crape		
Tom Samuelian		
Eric Guevorkian		
Syuzanna Vasilyan		
Doug Shumavon		

* Indicates excused absence

FACULTY SENATE AGENDA

- Quorum Call
- Approval of minutes of June 16, 2011
- Approval of the Agenda
- Committee Reports
    - FS Executive Committee
    - Curriculum Committee
    - CEP
    - Ethics and Grievance Committee
- Strategic Planning Working Group (AUA Mission and proposal to convert from quarters to semesters)
- Schedule of FS meetings
- President Boghosian's Memo of September 21, 2011
- 20th Anniversary events
- Brown Bag
- Other business

MINUTES

- **Quorum Call**
  Quorum present

- **Approval of the minutes of June 16, 2011**
  Varduhi Petrosyan moved that the Minutes of June 16, 2011 be approved as amended, and Byron Crape seconded the motion. The minutes were approved by consensus.

- **Approval of the agenda**
  The agenda was approved by consensus.

- **Committee Reports**

  o FS Executive Committee

    FS executive committee reported on the changes in the FS: Marine Antonyan from Law and Lusine Galajyan from PSIA, and Arthur Drampian from PSIA were replaced by Doug Shumavon, Syuzanna Vasilyan from PSIA, and Tom Samuelian from the Law Department.

    Vahan Bournazian was unanimously elected Parliamentarian of the FS to replace Marine Antonyan.

    There were some E-votes in the summer approving course modifications (CIS August 1, 2011 (Appendix A); SBM – August 19, 2011 (Appendix B))

  o Curriculum Committee (CC)

    Three proposals have been discussed:
    - MA transfer/credit policy (Appendix C).
      After some discussion, Varduhi Petrosyan moved that the proposal be approved, and Catherine Buon seconded the motion. The proposal was approved by consensus.

    - AUA Policy on transfer undergraduate students and credit transfer
      This proposal is being approved conditionally at this point.
      An amendment was made (see Track Changes in Appendix D).
      Doug Shumavon moved that the proposal be approved, and Aram Hajian seconded the motion. The proposal was approved by consensus.

    - Conversion from Quarter to Semester Calendar
      This proposal is being approved conditionally at this point (Appendix E).

Tom Samuelian moved that the proposal be approved, and Catherine Buon seconded the motion. The proposal was approved by 7 out of 9 present members.

o CEP
The current Dean Varoozhan Harikian is stepping down, and a search for a new Dean will start shortly.

Action item: CEP to hold a meeting to write up a proposal for changes to be discussed at the next FS meeting.

The CEP meeting will be open to all other FS members. Once this proposal is discussed and approved by FS, it will go to the current leadership of the Extension Program and AUA.

o Ethics and Grievance Committee
No grievances reported.

The membership and chairmanship of the Ethics and Grievance Committee will be decided later.

- **Strategic Planning Working Group**
    - Proposal to change Current AUA Mission (Appendix F):

    Doug Shumavon moved that the changes be approved, and Aram Hajian seconded the motion. The proposal was approved by consensus.

    - Proposal to Convert from Quarters to Semester (Appendix G)
    After some discussion of the proposal, Doug Shumavon moved that the resolution be supported, and Varduhi Petrosyan seconded the motion. The resolution was supported by consensus.

    One of the FS members noted that he/she supported this change only if AUA introduces the u-grad program.

- **President Boghosian's memo of September 21**

No comments were made on the memo.

- **20th anniversary events**

It was stressed that the Faculty are encouraged to attend the events and the FS members should take this message to the rest of the faculty in their departments.

Approved Oct. 27, 2011

- **Brown Bag**
  - Karen Aghababyan will talk about the recent Environmental Conference held at AUA, tentatively scheduled for the week before the next FS meeting.

  - Irshat Madyarov will talk about the 21st century technologies for faculty at the forthcoming brown bag.

- **Schedule of FS Meeting**
  Next scheduled meeting will take place on October 27, November 17, and December 15, 2011.

Varduhi Petrosyan moved that the meeting be adjourned, and Tom Samuelian seconded the motion.

Meeting was adjourned 2:20 PM

Minutes respectfully submitted by Irshat Madyarov

Approved Oct. 27, 2011

Appendix A

July 11, 2011

Course Proposal and Modification Form

Academic Program: Computer and Information Science

Nature of Change:

Administrative: ☐   Substantive: X   Degree requirement change: X

The Sponsoring Department should attach a Report and any supporting documents with the following information:

(Note that there will be a second set of related changes proposed in the fall for courses offered in 2012.)

(1) Proposed Change (for new or modified courses attach a description):

It is proposed that the order in courses offered is changed. Previously, students were scheduled to take CIS100 in the summer, followed in sequence by CIS201 in the fall term and CIS205 in the winter. CIS100 is an introduction to C++, the programming language used for CIS201. Java is introduced in CIS205 and is used in several courses thereafter. The new proposal entails switching the order of the languages offered.

- As such, the "new" CIS102 will be offered instead of CIS100, which will have the same course content, but use Java in place of C++. This is still considered a bridge course and all incoming students have been made aware of the order switch.
- CIS201 will remain the same, with Java used as the language of example, instead of C++.
- CIS206 Foundation of CIS – Advanced Programming in C++ will be offered instead of CIS205.

No unit amounts change, and the same content will be covered in the new sequence as was in the previous one.

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(2) Rationale for Change:

The most significant argument for this change is pedagogical. Java is a higher level language than C++ and is easier to introduce to students who do not have programming experience. More of our coursework depends on Java, and the sooner it is introduced the longer period of time the students will be able to familiarize themselves with it, a greater benefit for retaining the knowledge the gain.

(3) Procedural History (Describe key steps and dates in consultative process within the Sponsoring Program for the proposed change).

Several meetings have taken place among the CIS faculty members discussing the matter over the past year. Our visiting faculty from the spring strongly supported this change, and our informal followup discussions with alumni, industry experts, and other academics confirm this opinion.

Decision of the Curriculum Committee for further action:

	Approved?		
	Yes	No	Date
If approval of Curriculum Committee required:*	x		July 14, 2011
If Faculty Senate Approval required:	x		August 1, 2011

Upon completion of action by the Curriculum Committee, deposit this form with the Provost.

*If not approved by Curriculum Committee, the Curriculum Committee will provide a written rationale for its decision.

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Appendix B

Course Proposal and Modification Form

Academic Program: SBM

Course No./ Name (Information Technology & Operations Strategy) (Organizational Leadership) Check if New ☐

Nature of Change:

Administrative: ☐   Substantive: X   Degree requirement change: X

For further information change classification, refer to the Course Proposal and Modification Process.

The Sponsoring Department should attach a Report and any supporting documents with the following information:

(1) Proposed Change (for new or modified courses attach a description):

Separate Information Technology & Operations Strategy into two courses:

1. *Information Resources Management*
2. *Operations and Process Management*

These are two extensive topics that have been traditionally covered in a single course at SBM. This change adds one required course to the curriculum. To compensate, we propose to turn Leadership to an elective course. Most of the main leadership topics can be covered in other recently introduced 2-unit courses.

(2) Rationale for Change:

1. Feedback from faculty following the publication of the new MBA curriculum.

2. Publication of the SBM Audit Report <u>after</u> the approval of the new MBA curriculum.

3. International practice

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4. AACSB requirement

(3) Procedural History (Describe key steps and dates in consultative process within the Sponsoring Program for the proposed change).

The new MBA curriculum turned Information Technology & Operations Strategy from an elective to a required course. During SBM faculty consultations in May and June 2011, many faculty members criticized the new curriculum for not going far enough and proposed the separation of these two topics.

Decision of the Curriculum Committee for further action:

	Approved?		
	Yes	No	Date
If approval of Curriculum Committee required:*	X		August 9, 2011
If Faculty Senate Approval required:	X		August 19, 2011

Upon completion of action by the Curriculum Committee, deposit this form with the Provost.

*If not approved by Curriculum Committee, the Curriculum Committee will provide a written rationale for its decision.

Appendix C

From AUA catalog

<u>Current text</u>

Transfer of Credit

An AUA student may petition to transfer to AUA up to four credits for a course completed at another recognized institution of higher learning, subject to the following conditions:

- That the student earn a passing grade in the course for which transfer credit is requested;
- That the student submit an official transcript from the institution at which the credit was earned, showing the grade and number of units awarded for the course in question; and
- That the student provide evidence that the credits s/he is requesting to transfer to AUA will not be utilized to fulfill a program or degree requirement at another institution.

An applicant from another university who wishes to transfer his/her earned credits towards an AUA degree may be allowed to transfer one course with the approval of the Dean of the College.

<u>Proposed change</u>

An AUA Master's student may petition to transfer to AUA credits for graduate-level courses completed at another recognized institution of higher learning. Credit transfers shall be made on case-by-case basis, at the discretion of the Dean and Provost, and shall be subject to the following conditions:

- That the student earn a passing grade in the course for which transfer credit is requested;
- That the student submit an official transcript from the institution at which the credit was earned, showing the grade and number of units awarded for the course in question;
- That credits transferred to AUA not apply toward the fulfillment of requirements for a degree at another institution.

The total number of transfer credits applied toward a Master's degree shall not exceed 20% of the total number of credits for the degree. Grades obtained at other universities will not be recorded, nor will they count towards students' GPA.

Proposal for adoption and amendment of the AUA Policy on Transfer Students and Credit Transfer

Rationale

As AUA prepares to offer undergraduate studies, we will need to have policies designed to address issues specific to undergraduate studies. Transfer students and credit transfer are more common at the undergraduate level. This is indeed encouraged by the Bologna process and other harmonization efforts in Armenia. Undergraduates frequently study abroad or take summer courses at other institutions. For students at a relatively small university like AUA, the opportunity to take courses at other institutions, in Armenia and abroad, can significantly enrich and complement their educational experience. Since not all credits earned at other institutions should be transferrable, the university needs a policy to guide students, faculty and administrators on when to award transfer credit toward AUA degrees.

The proposed policy is in line with those of other WASC-accredited institutions, suitably modified to AUA's unique situation.

Transfer of credit toward graduate degrees (as well as advanced standing for transfer students) will continue to be more restricted and require case-by-case decision-making. A separate policy addresses that issue.

It is advisable for students to seek guidance before taking courses at other institutions to make sure they understand the requirements for transfer credit. Approval of transfer credit will only be given after the course is successfully completed and only upon presentation of satisfactory evidence of completion (e.g., an official transcript from the university where the course was taken).

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AUA Policy on Transfer Students and Credit Transfer

This policy will come into effect as it pertains to bachelor's degree students, only after approval of bachelor's degrees by the Faculty Senate, Administration, Board of Trustees and WASC.

Transfer Student Policy

Bachelor's degree students may transfer to AUA from other undergraduate institutions after having completed a minimum of at least one (1) year at another undergraduate institution; otherwise, they must apply as a new student. The number of credits that can be transferred shall not exceed 60 (sixty). Students have the right to petition the Dean for exceptions to this restriction, if justified by the circumstances.

Residency Requirement

Students must complete the requirements for the bachelor's degree within six years of enrolling as a full-time undergraduate student (counting AUA-approved leave(s) of absence), but in no instance, shall a bachelor's degree be awarded less than two years after enrollment for that degree.

Students have the right to petition the Dean for exceptions to this restriction, if justified by the circumstances.

Credit Transfer Policy

Credits earned through courses at other accredited institutions may be transferred to AUA on a case-by-case basis. Generally, if the course corresponds in relevance and rigor to a course of study offered by AUA and the student has received a grade higher than C, credit will be awarded. Credits transferred to AUA may not be applied toward the fulfillment of requirements for a degree at any other institution. Approval for transfer credits will be given only upon presentation of evidence of successful completion of the course at the other institution.

To graduate with an AUA bachelor's degree, students must earn at least 60 (sixty) credits at AUA. Credits earned in AUA-pre-approved junior year, summer or exchange programs, shall be deemed to be AUA credits. Students have the right to petition the Dean for exceptions to this restriction, if justified by the circumstances.

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Course Load, part-time and full-time status

Typically, bachelor's degree students will carry a full-time course load of 15 (fifteen) credits a semester. The maximum course load is 18 (eighteen) credits and the minimum is 12 (twelve) for a full-time student. Students who wish to take more than 18 (eighteen) or less than 12 (twelve) credits must petition the Dean for permission and tuition adjustment.

Non-degree students may take courses in accordance with the AUA Non-Degree Student Policy.

Deleted: on a part-time basis

Appendix E

From AUA Faculty Handbook

<u>**Current text**</u>

Credit Hour Approach

The unit of reference for academic credit at the American University of Armenia will be the "Credit Hour." A credit hour is comprised of faculty-led discussion/lecture and student preparation outside of the classroom.

AUA's academic calendar is planned around 10 instructional week academic quarters.

A credit hour equals 10 academic hours (500 academic minutes) of faculty led instruction plus, on average and as a general guideline, an additional 20 hours per academic quarter (1000 minutes per quarter) of student preparation outside of class.

Guidelines on Equivalents

☐ Faculty supervised laboratory sessions are roughly equivalent to ½ of a faculty led session (e.g., 20 academic hours or 1000 instructional minutes equal one credit hour)

☐ For independent study time spent is roughly equal to ⅓ of a faculty led session (e.g., 30 academic hours or 1500 minutes equals one credit hour)

☐ As most courses use a mix of these teaching methods, the credit hours assigned to a given course will reflect the weighted value of these components.

<u>**Proposed change**</u>

This amendment to the AUA Credit Hour Policy will come into effect only after approval of conversion from quarters to semesters by the Faculty Senate and Administration.

Credit Hour Policy

The unit of reference for academic credit at the American University of Armenia will be the "Credit Hour." A credit hour is comprised of faculty-led discussion/lecture and student preparation outside of the classroom.

AUA's academic calendar is planned around 15 weeks of instruction per semester.

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A credit hour equals 15 academic hours[1] of faculty-led instruction plus, on average and as a general guideline, an additional 30 hours of out-of-class student work.

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[1] One AUA academic hour equals 50 minutes of class time.

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Guidelines on Equivalents

☐ Faculty supervised laboratory sessions are roughly equivalent to ½ of a faculty led session (e.g., 30 academic hours equal one credit hour)

☐ For independent study time spent is roughly equal to ☐ of a faculty led session (e.g., 45 academic hours equals one credit hour)

☐ For courses that use a mix of teaching methods, the credit hours assigned to a given course will reflect the weighted value of these components.

Appendix F

Proposal to Up-Date AUA's Mission Statement
from the Strategic Planning Working Group

As a routine part of AUA's strategic planning for 2011-2017, the alignment of the university's mission statement was discussed at the Strategy Mapping Session, July 22-23, 2011.   The consensus was that the university's mission statement is still relevant and well-aligned to our goals and objectives and that no major change was required as the university embarks on undergraduate education.   However, several small revisions were proposed that are now presented to the Faculty Senate for consideration:

THE AUA MISSION

As an institution of higher learning, the American University of Armenia provides teaching, research, and

service programs that prepare students and enable faculty and researchers to address the needs of

Armenia and the surrounding region for sustainable development, in a setting that values and develops

academic excellence, free inquiry, integrity, scholarship, leadership, and service to society.

Proposed Change 1: Without diminishing the student focus of our university's mission, support for faculty and researchers in their teaching, scholarship and research was identified as a gap in the current statement; hence, the proposed insertion of "and enable faculty and researchers" after "prepare students".   This is also in line with one of the two themes of our Institutional Proposal: "Cultivating a Community of Scholars."

Proposed Change 2: Strategic planning encourages consideration of what distinguishes an institution from others, what values it embraces and what others value it for.   A recurrent theme of the strategic planning research and discussion was "integrity."   Although this is implicit in the notions of academic excellence and leadership, it was proposed that "integrity" be inserted in the values that AUA fosters as part of its mission.

Appendix G

Proposal to Convert to the AUA Calendar from Quarters to Semesters starting Fall 2012 from the Strategic Planning Working Group and Provost

Operational efficiency was one of the routine issues considered during the Strategic Planning discussion this summer.   While discussing this issue, conversion from a quarter-based to a semester-based calendar was raised as a move to improve the university's efficiency as it grows fourfold for undergraduate studies.[2]

Many other institutions have made this change for two primary reasons: (1) semesters reduce administrative effort and costs related to registration, tuition collection, grade reporting, faculty contracting, course evaluation by about 30% per year, freeing up time and resources for substantive work, (2) benefits of being in sync with other university calendars.   Approximately 80% of all US universities are on the semester system and all Armenian universities and schools are as well.

To further clarify the pros and cons of this conversion, on July 25 the Provost asked the deans and associate deans to confer with their faculty and to identify any major obstacles to this transition.   The conclusion of that one-month, on-line deliberation was that there are no insurmountable obstacles to making the change to semesters, and (ii) there are many benefits to the conversion to semesters in terms of efficiency and compatibility with other university calendars.   The summary of pros and cons are set for in the Provost's August 17 e-mail to the Board of Deans, which concludes: "the conversion will entail a one-time pain, but the pedagogical and fiscal benefits will be substantial."   There are two reasons for doing this in fall 2012: (1) to reduce the administrative burden and potential confusion in the fall 2013, when u-grad is scheduled to start, (2) to avoid duplication of effort in connection with the new integrated information management system which is currently being designed and implemented. If AUA is going to make a change, it is more efficient to do so now than to set it up for quarters and then convert to semesters.

As confirmed with WASC by our Accreditation Liaison Officer, this conversion does not require WASC approval.

Impact Statement:

The main, one-time cost will be adjustment of curriculum, and even this is likely to be minimal in most instances.   The overall instructional time is the same: 30 weeks per year divided two 15-week semesters, instead of three 10-week quarters.   As a practical matter, this will require 2 adjustments to current courses: (1) converting 4-credit quarter courses (40 hours of instruction) into 3-credit semester courses (45 hours of instruction), which should be minimal;   (2)

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[2] Semesters had been considered during the switch from a spring to a fall start and tabled for practical reasons at that time to avoid too many changes at once.

combining two 2-credit quarter courses into 3-credit semester courses, which may take some reallocation of courses and materials. (3) reallocating modular curricula (currently offered in less than 10 week periods) to fit into two 15-week semesters, instead of three 10-week quarters, e.g., instead of six 5-week modules being divided into 3 groups of 2 per quarter, they could be divided into 2 groups of 3 per semester. Some additional adjustments may be needed to accommodate visiting professors who taught modules at the end of our spring quarter after their spring semester ended elsewhere.

Benefits, especially as AUA embarks on a major expansion into undergraduate education:

1. **Semesters are more efficient operationally – 1/3 less administrative overhead (grades, contracts, registrations).** Also avoid the rushed Winter-Spring quarter turn around of grades, probation decisions, and start of courses that coincides with recruitment and admissions. With 400 students, AUA annually processes 1200 tuition bills, course registrations, grade reports (400 x 3). Under a semester system, this would be reduced to 800 transactions, which is already a substantial savings. After undergraduate education is in full operation, there are projected to be 1600 students, which means the difference between 4800 (1600 x 3) and 3200 (1600 x 2), which is roughly a savings of our entire current operational effort for just these three functions.

2. **Semesters are better fit for incoming students and faculty as well as graduates seeking further education** – problems with recruitment, deferments for doctoral students

3. **Semesters may be more educationally effective as well**. Longer terms permit more time for sustained skills development, which may be more educationally effective? particularly for u-grad, more in-depth[3] Many textbooks and on-line materials are designed for semesters. Also, many capstone courses are 1-term courses and often students remark that 10 weeks is too short to complete a capstone, resulting in incompletes, extensions, etc.

4. **Increased course offering capacity** – semesters permit scheduling 20% more courses in same facilities (3 credits vs. 4 credit) (semester (40 hr./3 cr. = 13 courses/wk), quarter (40hr. /4 cr. = 10 courses/wk)

5. **Visiting faculty are often on semester system,** so it is all the same for them whether they come to Armenia for a quarter or semester; also most visitors come for less than a quarter now – 5-week modules can fit in either semester or quarter system (2-2-2 for quarter or 3-3 for semester)[4]

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[3] There is a counter-argument that quarters, being shorter and more numerous, give students quicker feedback and more "new starts," which can be a psychological boost for learning, and permit more "breadth" of courses and topics. Of these, only the "new starts" argument appears to be an essential difference, since frequent feedback is possible and encouraged in semesters as well as quarters, and total amount of instruction time is the same, so the range of topics and subject matter can be covered equally well in either system.

[4] There is a counterargument that some visiting faculty are able to come for 10 weeks but not 15 weeks and that some visiting faculty come during the last week of spring quarter to teach after their semester ends elsewhere. Some of these inconveniences can be address through videoconferencing, team teaching and summer scheduling of courses.

6. **Better for Summer Programs**. Under a Semester system AUA can use the entire summer for study abroad (which should increase after undergraduate starts) and does not lose the Aug-Sept. period. Quarter system ends late in the spring. The mid-June-Sept. window is not as good a fit for most summer students from abroad as the mid-May through Aug window for summer courses,   especially since Yerevan is so hot and most faculty and staff take August vacations with their families.

7. **Better for Junior Term/Year Abroad** - since 80% of US students are on semester systems, if they come for a term, it is easier for them to transfer credits to their home institution if AUA is already on the semester system.

8. **Simplify undergrad course catalog**, faculty recruitment and curriculum by 1/3. This is a substantial savings, since the three majors are projected to require roughly 200 courses per year and nearly 100 faculty.   The contracting, evaluation, development of syllabi, approvals, grades, etc. for 2 terms as opposed to 3, is very substantial.

9. **Sept. vacation under the quarter system is inconvenient for faculty and staff with children or family members on the semester system.**   Under the semester system, faculty and staff summer vacations will coincide with that of their families who are on the semester system, which is especially important as local/resident faculty are likely to increase with undergraduate education.