



Faculty Senate 2025–2026

MINUTES: November 19, 2025

Location: Griggs Hall Council Chamber

Time: 6:00-8:00 pm

A. Bosman, Chair; J. Lim, Executive
Secretary

Attendance (18): S. Badenas, A. Bosman, J. Cadet, K. Cave, R. Choi, E. Gallos, N. Hess, J. Fraser, N. Isaac-Dennis, J. Johnson, K. Koudele, J. Lim, Z. Plantak, J. Skinner, K. Thompson, T. Watson, A. Will

Attendance Via Zoom: S. Hatfield

Regrets (11): M. Bacchiocchi, B. Davis, R. Gatón, B. Gibson, D. Gonzalez-Socoloske, P. Gregor, L. Hamilton, J. Ledesma, L. Sabas, W. Scott, B. Sheppard

Staff Senator Regrets: M. Cervantes

Guests (10): K. Bailey, J. Boyd, K. Denslow, I. Harris, C. Hess, P. Navia, D. Ortiz, L. M. Pittman, E. Semotiuk, D. Weber

Votes and Actions taken (numbers [n] represent items on original agenda)

[2] Minutes of Prior Faculty Senate Meeting (J. Lim)

MOTION: VOTE passed [unanimous]. To approve the minutes as presented.

[3] Council Reports (K. Cave)

Council Reports were received as follows.

Academic Integrity Council (none)

Faculty Policy Development Council. (October 2, 2025). *Revisions of criteria for advancement and promotion, workload policy work continues. Note that there is a university ad hoc group working on the 10/12 month contract question.*

Graduate Council (none)

Undergraduate Council (October 6, 2025). *Several Program Development and Review Committee items voted.*

MOTION: VOTE passed. To accept the council reports as presented.

[4] Marketing. (I. Harris and J. Boyd). Introduction of the new Executive Marketing Director, Ilean Harris. Growth opportunities, making it easier to request support, targeting our potential students who are not in Adventist academies, showcasing our amazing faculty, extend our mission, personal brands of faculty, starting the marketing at 8th grade. Faculty shared feedback, ideas, and suggestions. Opportunity also provided for faculty to give feedback via the survey.

MOTION: VOTE passed. To share a statement with administration: Faculty Senate is excited about the fresh energy in marketing and we recommend that the administration properly resource them.

[5] Advancement Update from FPDC. Teaching, scholarship & service criteria were reduced to four criteria in each area. 1/3rd reduction of redundancy. Previously items sometimes were required to be documented in multiple places. Prior criteria had 5-7 in each area. Rubrics are still being developed. Rigor is not reduced. The criteria will be in the working policy; rubrics will be more dynamic. Next steps include updating the rubrics for the criteria, working on criteria and rubrics for the clinical faculty promotion process, and the creation of whitepapers for departments who see that the process doesn't align to their discipline.

MOTION: VOTE passed. To accept this update to working policy.

[6] Discussion of Academic Reorganization. (A. Bosman). The Faculty Senate Chair began the discussion by a review of the timeline bringing us to this point:

- March: The GC Commission visited Andrews
- July/August: GC Commission Report was provided to administration
- October 15: Faculty Senate Meeting. We discussed trends and gave feedback in the areas of electives, adjuncts, department/school mergers, and broadening programs.
- October 16: 1st Administration Meeting with Department/School Chairs. Discussion of Unit Mergers, Program Mergers, Increased Adjuncts.
- October 27: Board of Trustees Meeting
- November 4: 2nd Administration Meeting with Department/School Chairs. Department/School mergers announced.
- November 5: Department/School Merger Emails Sent
- November 17: Merger Proposals Due

The Faculty Senate chair also shared his understanding of the rationale for motivation, including:

- Agility: Having fewer units allows the institution to adapt more quickly in a rapidly changing landscape.
- Enrollment: As enrollment has declined over the past decade, we have reduced the number of faculty and staff, but largely preserved the academic structure.

- Reduce Courses: In larger units, substantially similar courses can be shared across disciplines. Joint colloquium and other collaborations between disciplines.
- Reduced Service Load: In a larger academic unit, more sharing of committee/service work, reducing service load.
- Broaden Programs: In larger academic units, easier to re-imagine how low-enrolled programs may be combined/broadened.

The discussion began with faculty completing an online survey to share their concerns with administration. Faculty expressed frustration with the perceived lack of clarity and vision, noting that the process has damaged relationships between department chairs and created dissent and angst among colleagues. They emphasized the compressed timeline imposed on top of already heavy workloads, deep concerns about decision-making processes, and the shortchanging of deliberative procedures.

Faculty highlighted multiple concerns about student impact: the campus is still grieving the loss of a student; word of potential changes is reaching students and causing anxiety; students cannot reach faculty for registration because faculty are in constant meetings; grading has fallen behind due to the extra work of negotiating with other departments.

Faculty noted this marks the second time in two years they've been asked to develop substantial plans, with the previous program prioritization occurring during the final two weeks of the semester. They emphasized that administration hasn't experienced teaching through COVID or adapting to AI integration alongside faculty, and reminded that the quarter-to-semester transition took two years to implement. As people who think critically for a living and train others to think critically, faculty questioned why deliberative processes were being compressed and bypassed.

Faculty questioned the actual value and savings of these changes, noting that removing chair positions with only 25% credit won't yield significant savings, especially when most chairs are already overloaded. They asked what administration is doing to merge and save costs, expressed the perception that administration is growing while "VPs are multiplying," and called for transparency about where funding is allocated.

Despite concerns, faculty reaffirmed their sense of mission and commitment to Andrews, acknowledging they remain "trying to be obedient to the call." However, they noted that compared to other universities, they receive fewer benefits and less encouragement.

Faculty emphasized that communication issues cost organizations \$1.2 trillion annually, which they believe Andrews is experiencing. They expressed concern about the university's brand, noting it's "shocking" that the Senate Chair must justify these changes. Faculty cited missed communication opportunities, including lack of information about summer raises

and absence of town halls for frank discussion. They noted that at a recent AUSA town hall, a student asked whether program names would change again, highlighting missed opportunities for clear communication.

Discussion continued regarding possible responses to administration and crafting of the following statement.

The Faculty Senate appreciates the administration's efforts to lead in transformative change to secure a flourishing future for the university amidst a quickly changing higher education landscape. However, the extremely compressed timeline for departmental/school mergers has limited the thorough planning needed to ensure the restructuring advances our mission. Moreover, faculty have been asked to propose mergers without a clear strategy of the achieved efficiencies or the criteria by which the new units will be evaluated. The reorganization has also created uncertainty about the future of our academic programs, which poses a risk to effectively recruiting and retaining students and faculty. Additionally, the accelerated timeline for departmental/school mergers is creating cascading disruptions and institutional burdens that extend far beyond the merged units themselves. Finally, as a faith-based institution, we urge the administration to attend to the pastoral care of our academic community experiencing uncertainty and fear. We call on the administration to articulate the end goal and vision guiding these decisions, provide transparency about the criteria being applied, and establish clear benchmarks that schools/departments can work toward. Faculty are committed partners in securing our institution's future.

MOTION: VOTE passed (2 abstain). To share this statement with the Administration.

Senate Discussion & Announcements

[1] Devotional. (A. Bosman). Worship thought based on Psalm 23.