

University Senate Meeting
Thursday, October 19, 2017 -- 3:45 p.m.
Faculty House

Call to order 3:46 pm

[Copy of Agenda](#)

A. [Approve September 21, 2017 Minutes-Farragher, Hanley no discussion, approved](#)

Attendance: Audrey Anton, Babb D'Lee, Laura Bain-Selbo, Kristi Branham, Tim Brotherton, Barbara Burch, Pamela Chandler, Neale Chumbler (Donita Kelley), Thad Crews, Jerry Daday, Janet Applin, Pitt Derryberry, Loretta Dye, Travis Esslinger, Elizabeth Gish, Jean-Luc Houle, Andrea Jenkins, Soleiman Kiasatpour, Pat Kambesis (Jill Brown), Stephen Locke, Mac McKerral, Patricia Minter, Heather Emerson-Payne, Matt Pruitt, Beth Pyle, Dianna Ransdell (Barbara Burch), Ron Rhoades, Joe Shankweiller, Heather Strode (Angie Jerome), Ajay Srivastava, Dana Sullivan, Carol Watwood, Mary Wolinski, Allison Youngblood, Lauren McClain, Doug Smith, Kirk Atkinson, David Bell, Jim Berger, Scott Bonham, Dan Clark, Susann Davis, Aquesha Daniels, Marko Dumancic, Michelle Dvoskin, Colin Ferrell, Jim Fulkerson, Dominique Gunirakiza, Jennifer Walton-Hanley, Timothy Hawkins, Lawrence Hill, Kate Hudepohl, Grayson Hunt (Ben Lennertz), Jarrett Johnson, Guy Jordan, Eric Kondratieff, Donielle Lovell, Richard Miller, Nurcheshmeh Morteza, Elizabeth Norris, Leslie Plumlee, Dale Rigby, Jo Shackelford, Matt Shake, Melloney Simerly, Christy Spurlock, Liz Sturgeon, Maribeth Wilson, Kandy Smith, Eric Reed

B. Reports - part I (non-standing committee and advisory in section F)

1. Chair – **Eric Kondratieff**

-Met with Pres Caboni

2. Vice Chair – **Liz Sturgeon**

-Faculty run-off election is tomorrow (October 20) from 8-4 CST. Please vote early so if there are technical problems we can contact IT in a timely fashion and guarantee you will still get to vote. In the first election we had a 62% voter turn-out, it would be nice if we could have an even higher one for the next round.

3. Secretary – **Jen Hanley**

4. Advisory (Part 1):

Kondratieff—

Some basic rules to guarantee fair representation for every faculty senator:

- a) Limit one question or comment per senator
- b) Reserve anecdotal comments or questions for another forum—Dr. Caboni is a willing listener so save your specific questions for a later time.

a. University President Timothy Caboni

Leadership Style and Governance: Caboni discussed carrying through with promises to have more interaction with faculty, staff, and students. He noted that he has visited many individuals and is planning on continuing that process. He favors collaborative leadership and has been holding regular meetings with the faculty senate chair, staff council chair, and the SGA. He reiterated that he does not favor a leadership style where the senate passes resolutions to which the president responds with a memo. He feels this is ineffective governance and that he wants to do better. When issues arise it is his plan to bring people together to arrive at a reasonable solution that everyone can live with. For example, he was informed of the heating and cooling issues in regards to classroom and offices so he worked to address the problem. He acknowledged that the solution was not a perfect one, but at least he is working to try and resolve the bigger problems. At this point in his tenure he has had approximately 150 faculty/staff meetings and 50 development meetings. Based on this information he is starting to develop a clearer picture of the issues facing WKU.

Budget in a State and National Context--In terms of budget he recognizes that changes at the state and national level present new challenges and will require creative solutions. He also noted that carry-forward cannot fix our problems any longer. It is unreasonable to hire people and pay their long-term salaries with one-time dollars.

Deficit We are currently about \$11 million short, but the student population stands at around 20,000 students. He recognizes and we should too that the type of student attracted to WKU has shifted and so the basic make-up of the WKU student population has changed. These changing student demographics have significant revenue implications. For example, if you enroll twice as many dual credit students and simultaneously experience a drop in international student numbers there are significant revenue implications. Through the strategic planning process and in collaboration with the budget council—we are examining our budget process. What we are currently doing is not working. What we have to determine and develop is a model that would be more transparent and will better allocate resources. For example, we currently have situations where one unit has lost 30% of its enrollment but its budget stayed the same; while another unit had significant increase and no budget change.

Budget Council-Indu Chachi is the new chair of the budget council—he is a professor of finance—and he understands both the needs of faculty and budgetary concerns. The budget council meets weekly and investigates data and interprets it to dig into data to ascertain what other places have done. We are not alone in this situation.

Strategic Planning Process There is no secret plan and I am not sure what the community will develop as our strategic community. Through conversation with History department head Eric Reed, Caboni learned that faculty have been frustrated for 25 plus years over their lack of input on the university's strategic plan. The strategic planning process he has designed is led by two faculty members, a steering committee, and there is deliberate ambiguity—to force the university community to reach

a consensus and develop the process together. As part of the process the committee will host open forums for the campus to community to provide their input and perspective and to keep them informed as the plan unfolds. As part of the strategic plan working groups will take feedback back to their portion of the committee and assemble a 10-page white paper with all the feedback from the forums and then take it back to the steering committee, sift and winnow to get down to something more distilled. Faculty will also have the opportunity to provide electronic feedback to try to guarantee as open and inclusive process as possible. We will be smart and creative and create something that represents our shared aspirations.

Performance Funding As we move forward we need to figure out exactly what makes WKU the best and then we need to strategically position ourselves competitively in the Commonwealth. Under the performance funding model, dollars will shift from one university to the next under the performance funding model and we all have to be committed to maximizing our success. There are some serious challenges facing the Commonwealth right now.

Pension—Currently, faculty know as much as President Caboni about the pension situation. Governor Bevin released his plan yesterday (October 18 2017), but everyone in the state is still waiting for technical bill language.

Looking Forward WKU is a student-centered applied research university and that is what we are best. We cost \$10,000s less than other KY universities and we need to compete with UK and UL by staying true to what we are meant to be. We need to engage the community—by keeping our price lower and offering great value for students' tuition dollars. WKU is not a research one (R1) university, and there is no shame in that. We know who our students are and we have graduated more low income students than any other university in the state

Monday's Hiring Policy—Only those positions that are an absolute necessity need to move forward at this time. We need to think about the total university picture. We can draw on an episode at Kansas. At Kansas, the custodial staff who were among the university's most vulnerable employees were facing serious economic problems. There were two separate systems on campus and while they could have done a merger it would have led to massive job losses. Instead, they didn't hire additional staff so instead of firing/lay-offs, as individuals left they created space and vacancies---by the time of the merger, not one person lost their job. We can do this in a way that takes care of people, but we can't wait

Provost and Dean Search—Provost search is an open search, I have selected the three co-chairs of the committee, will use a search firm to get best national candidates, want to have people who have seen places that are better than we are, not just local talent. We are going to stagger the dean of education position so that we have the provost hired before we hire a new dean so the new provost can be involved in that hiring process.

Questions

Wilson: Restraining human resources usually indicates a cash crisis—we can't see that on the budget sheets.

- Caboni**—Financial aid immediately comes to mind, but as Anne Meade will tell you I'm not an accountant. Revenues are going to be attached to enrollment performance. Right now we enroll 20,000 students, but we see revenue declining.
- We've had declining revenue for four years. The enrollment number--20,000 is important-but the mix of students within the 20,000 changes how our revenue streams. What's eaten revenue for salary increases, pension increase up to 48% of salary, not sustainable
 - I want to be clear that we are sharing information, budget council has that information. We need to figure out how to deal with our \$15 million revenue shortfall
 - We have a big budget, but tuition revenue is critical
 - Financial Aid—Indu and I talked—if you just look at line items that grow over time—look at how much we are overspending on financial aid—we need to think differently about how we use financial aid—full time fully funded student is expensive
 - The student rewarded a \$5,000 scholarship—it didn't cost us that much to give them that aid.
 - Shift to a net-tuition revenue mind-set
 - \$5000 scholarship is foregone revenue if we don't get the student. As you slide financial aid down the need/performance curve—you have more net revenue generated, not more money spent
 - Yielding students is also insuring our aid strategy facilitates it.
 - Financial aid = revenue generation
 - Data will become more transparent—we need to re-balance the budget with real data

Hudepohl—what were the measures to judge performance or under-performance on campus—will we know them in advance?

- Caboni**—FTE, credit hour production, etc. we don't know exactly. Not ETOB—every top is its own Bottom—creates perverse incentives
- Every recruitment dollar stayed in the college and then paid a tax to the university
 - Prevent perverse incentives, fund things that might not generate as much revenue
 - Balance across the university
 - all tuition money comes to Anne Meade, incremental process, everybody gets more or less than last year
 - Different: GFCB—recruited and generated-keep this much, send to university, send to the pool
 - How revenue works and resources are distributed
 - Keep and win some portion, if you really do well, we will get you to help under-performing units
 - Under-performing has its costs
 - Ogden did some of this, this year
 - Retention and graduation matter, shifts over time
 - Recruit, persist, retain, graduate students

Jerome—Memo about hiring freeze—does that apply to athletics?

Caboni—it does apply to athletics as well

Atkinson—Are there other budget changes for this academic year that we can talk about prior to strategic council?

Caboni—I don't think so, no more surprises this year

-Enrollment shifts, pension contributions—we need the governor's plan, broader implications for the entire state

Good news: KS 6 years, even in times of budget challenges universities can still thrive, value higher ed brings to the Commonwealth, work force is crucial, we can play defense

-We have work to do, international student recruitment is down

Berger: Tuition process, students say they can't afford it. We can't compare ourselves with other states, but compared to other states we are expensive and therefore losing students.

Caboni—Students should stop looking at sticker price, look at net price—get an affordable net price. Educate families up front what the true cost is, grant opportunities, other funding, etc. Federal work study—the gap is what is important

-First generation and low income students the gap is crucial, trying to slide the aid, will continue to reward the High Academic excelling students, move the aid to help people in the middle

-Have to do a better job in the recruitment process about the costs

-Up-front costs, then working hard to get funding in the hands of people who need it

-Community college partner—young people not prepared to be successful at a 4-year university, transfer them in in their junior year. If they have a 3.0 get them here

-There are people who choose community college based only on price

-Make sure we are articulating the value in the long term of a university education

-Get people where they are the most successful and have the most opportunity

McKerral

-People here more than a decade with no substantial increase in pay, but have been asked to do more and more—recruit, advise, retain, heading to measure on our performance

-Incentive to perform at a high level

Caboni—Indu—prioritize a 4% increase for faculty. If we have negative revenue—we can get to a 4% increase by shifting resources and re-investing in our people.

This signals our value to the marketplace—merit increase, no cost of living increase

-Deficit goes from \$15million to \$20million

-Can give up to 8% in merit raises, 0% - 8% w/in departments

-No additional revenue needed, it comes from the current pie

-Incentivize: we want to create a system that rewards people

Minter—The university senate's role is as the sole voice of the entire faculty, and should be in the process at every step.

Caboni—I don't know--Should we have a senate member on each working group? Senate can attend the presentations

-More complete plan the steering committee will visit senate and will give multiple opportunities

Bayliss—More hazard attached to state-based funding. We can graduate more students if we give them all As. How are you going to help prevent grade inflation?

Caboni—students helped build performance funding 2.0—model working for individual institutions, KY works across all institutions, over time what % of students get what grades in what classes

-If the average grade goes from a C to A we have failed, we need to pay attention

-Hard part—aligning the incentives internally, the internal model can blunt the performance metrics

-Colleges and departments need to be clear on how we maintain our own standards

-Fewer philosophy majors than business, but we still need them, being mindful is crucial

-Vanderbilt took care of the school of music, we subsidized it because it was expensive, but a great university has a great music program

Kondratieff—still concerns, we need senate faculty representation on these bodies, maybe ad-hoc committee for continuity

-Any discussion of merit without common framework is not a good thing. Possibly a Faculty Handbook item for discussion. Otherwise we'll end up with intra- and inter-departmental competition

-We will be discussing this in SEC

Hanley—regional campuses?,

Kondratieff—Caboni has discussed re-alignment of the regional campuses, getting them to engage with the working groups

Wilson—Choice to grow the budget is not in this room

Kondratieff—If President Caboni wants a more transparent future, we need more representation on work groups

Berger—concerned that the announcement of the budget council and strategic planning groups—most of the people on those groups are administrative—concerned the faculty are underrepresented. Deans and department chairs can represent the faculty—openness and transparency isn't there on these two committees. Because as chair of the budget and finance committee—hoped to have more of his committee on the budget council

Kondratieff—Patti, Kate, and I had some input, but not as much as you would think. We need more representation—outside of our usual governance. There is no specific staff council representation, no faculty senate representation.

-We need them to see the big picture and use empathy

McKerral—someone needs to make a note the BOR passed a diversity agenda for the university—no one from Miller's office, which houses our diversity component, is on these working groups—we also need to pay attention to that as well

C. Committee Reports and Recommendations

1. Academic Quality: Kirk Atkinson (No report)

Atkinson—*Herald* article that we were looking at the academic freeze issue—this was a leaked article. They were just beginning the research and it got out and was presented inaccurately. This is not the official AQ policy.

2. Faculty Welfare and Professional Responsibilities: Patti Minter (No report)
Next month preliminary results gender equity salary, staff council collaboration for paid FMLA, and implementing welfare comments
3. Budget and Finance Committee: Jim Berger (No report)
4. Colonnade General Education Committee: Jerry Daday (Report posted; Endorsed by SEC) **Jerome, Wilson**
 - a. [Report](#)—approved as posted
5. Graduate Council: Kristin Wilson (Report posted; Endorsed by SEC), **Applin second**
 - a. [Report](#)—approved as posted
6. Undergraduate Curriculum Committee: Janet Applin (Report posted; Endorsed by SEC), **Wilson second**
 - a. [Report](#)—approved as posted
7. Faculty Handbook Committee: Kate Hudepohl (No report)

D. Old Business

E. New Business

F. Report - part II

1. Coalition of Senate and Faculty Leadership for Higher Education – Molly Kerby
 - Attended Sept 12 meeting in Frankfort, most of the issues addressed by Pres Caboni
 - Meeting on Oct 12—trying to gether data on what it is we do in our education
 - Examining career paths—experiential learning, community-based research, pipeline programs
 - Give the governor who went to a Lib Arts school a sense of what Lib Arts schools do
 - Assembling a report before the legislative session
2. AAUP representative - Margaret Crowder (Not present, no report)
3. Advisory (Part II):
 - a. Faculty Regent – Barbara Burch
 - BOR meeting next week and we will have our new regent
 - How good it is that so many people voted, hopefully even more will vote
 - Regents ask: if this is what faculty really feel why are the numbers so low?
 - Participation matters
 - Strategic Planning process—meeting held last week, attended as Faculty regent—president has put a regent on each of the committees

- First time faculty get to interact in this way with committees
- These are not casual meetings, they have homework assignments
- Understand about representation—it's tough to assemble a representative group—the people on those committees want to do a good job
- Caboni is serious that a strategic plan put forward is owned by everyone at the university including faculty
- Quickly apparent the committee understood you can't look at this from a selfish standpoint
- Make sure there is a senator on every committee—but this is not the answer
- Flood committee members and chairs with ideas and thoughts
- Take the time to share ideas and questions
- Chance to be very involved
- Thank you everyone for giving me the opportunity to serve as regent
- In my life's plan I didn't anticipate doing this
- I am grateful for the opportunity
- A positive experience
- Support your faculty regent

b. Provost – David Lee

Richard Miller—no provost report

c. SGA President – Andi Dahmer

- Strategic planning is underway—one student on each working group and one on steering—3 SGA and 3 non-SGA
- Dr. Atkinson's report—stressed that university senate committee conversations cannot be spoken outside of the committees until it is official
- Productive meetings—new Garrett conference center
- Recycle parade floats—sustainable initiative
- Sponsoring BG Pride Festival
- Legislation --Bill requiring online course regarding sexual assault awareness
- All students including transfer students

G. Information Items

McKerral—all committee meetings are open meetings, anybody can go to them

- Reporter at meetings when you are not officially discussing things-make sure they understand

Motion to adjourn: Atkinson, Jordan

Meeting ended 5:15