

General Faculty Meeting
Mar. 21, 2018
2:00PM – 3:15PM
Donahue Auditorium

Minutes

Faculty Council members in attendance: Medora Barnes, Brent Brossmann (vice-chair), Emily Butler (chair), Mina Chercourt, Larry Cima, Gwen Compton-Engle, Ruth Connell, Greg DiLisi, Jeff Dyck, Kris Ehrhardt (secretary), Brendan Foreman, Marcus Gallo, Richard Greci, Dan Kilbride, Bo Liu, Michael Martin, Frank Navratil, Naveed Piracha, Paul Shick, David Shutkin, Kristen Tobey, Mariah Webinger. Absent: Nathan Gehlert, Brad Hull.

Quorum was reached at 2:05 pm and the meeting began.

Chair's announcements

- Minutes of Feb. 21, 2018 faculty meeting, posted on the Faculty Council website were approved by acclamation.
- Canvas discussion boards on nine proposed amendments to the Faculty Handbook, open through today, March 21 – see pinned discussions at the top of the page: https://canvas.jcu.edu/courses/4458/discussion_topics on legal compliance, making sure we have a chair in place for the next year at the end of Spring semester.
- UCAdP: University Space Policy under review through April 16: <http://sites.jcu.edu/committees/home/ucap-university-committee-on-administrative-policies/ucadp-policy-proposals-under-review/>
- HR Compressed Work Schedule Policy update under review through April 17: <http://sites.jcu.edu/hr/pages/resourcespolicies/policies-under-review/>
- Important dates
 - Apr. 4: Faculty Council meeting
 - Apr. 11: Community forum on budget and finances
 - Apr. 18: General faculty meeting
 - Apr. 25: Community forum on strategic planning

Call for nominations for the VP for Enrollment search committee—nominations open until Friday, elections open and run for a week.

- CAS representative
 - Michael Nichols (CH)
 - Angela Jones (PS)
- BSOB representative
 - Andy Welki

CAP discussions about to open: final exam policies and procedures

- Dan Kilbride (Chair of CAP) introduced the issue, namely that CAP was charged with reviewing final exam procedures. First, to review final exam regulations across the

board—the last time final exams were revised was 2013. Second, to look at the date that final grades are due and to examine whether that date could be pushed back. Third, the Registrar is proposing a fixed, four-day final exam period. CAP is soliciting the faculty's opinion of whether that's feasible or a good idea. Student Union seems to be very in favor of it. But CAP has concerns about students winding up with five exams in a day. Question from a faculty member: Can you say why is the registrar in favor of this? Kilbride: no? it would give us one more day for grading. Butler: the registrar was trying to come up with a regular/predictable rotation. Observation from a faculty member: wasn't it that Friday would still be open for exams? Answer: yes, it would still be open for spill-over exams.

Faculty Handbook proposals

- Ruth Connell (Chair of the Faculty Handbook committee) began by stating that the Handbook committee wanted to touch base with amendments that had already been up on Canvas for comments. The first proposed Handbook amendment will retain language "expiration of probationary period" in original AAUP quotation and will add footnote about alteration of quotation. There were no comments on #3 or 8. For #4, 6, and 7 the Handbook committee chose to stay with original language of the amendment. #9 is a procedural amendment, adding ongoing review procedure. The committee sees review as proactive and different from studying matters. She also noted that the committee had listened to what was said last year. They will be presenting more amendments in the next month, including one setting the minimum threshold.

Annual update from the CFO

- CFO, Dennis Hareza began by iterating that we are still following the plan that came about from the restructuring on campus last year. Last year, he showed how if we did nothing we'd lose; but over a course of three years, factoring in the cost savings plan (including staffing changes) we may break even; though this does not include operating costs and academic efficiencies. Nevertheless, we still need to get the revenue to grow—it hasn't grown in 4 years. The 3-year goal was \$5 million over 3 years, we're at \$4.3 mil. They hired a consultant (Human Resources Capital) which started in September, focusing on marketing, alumni events, target cities to help with UG NTR. Student retention shows improved rates; increase of \$.7mill. Transfers are expected to decline: need to work on this. Graduate school revenue—growth in Boler, decline in CAS. Overall, we are on track—projection of breaking-even in 17-18 and 18-19.
 - Question from a faculty member: what do you mean by academic efficiencies? Answer: everything we do on academic side—class size, course releases,
 - Question from a faculty member: regarding the faculty voluntary retirement—how do we factor in hires to replace those? Answer: that's already factored in. We went with deficit budget of -.5 mil; but higher retention and vacancy = 1.2mil, so overall, salaries are \$500k below (people retired and no one filled those positions).
 - Question from a faculty member: what are we doing about replacing faculty. Answer from Provost Santilli: we're looking at 2-3 years to examine critical needs (especially as related to accreditation) and growth areas. looking both short and long term.

- 2017-18 forecast
 - Returning to the powerpoint, Hareza noted that we were still beating budget by .5 mil. which would buy us time. Also, retention over classes is going up and so revenue is increasing there.
 - Question from a faculty member: what is the overall strategy? What I see overall is that we're trying to save money by having people work more efficiently and that we added more money into bricks and mortar/capital reserve. Why was the decision made to put money in capital reserve rather than putting it toward human capital? Answer: we do have it budgeted to put toward that, when we restructured we decided which positions we didn't need. Question from a faculty member: but the decision to get rid of some positions where we didn't know what they did led to other people winding up having to do much more—we need to put more money toward people. Answer: we made sure, to the best of our ability, to try to minimize that happening. We're addressing new positions as they come up. I disagree that we're stressing the organization. On the capital side, this isn't about making the campus look pretty. this is about IT, classrooms, a/c. When we made a plan on deferred maintenance there was \$15 mil of things that are outstanding. There will be exceptions about people taking on more work. Question from a faculty member: when you talk about strategically reshaping, that makes sense, but when we had faculty retire, that wasn't done with a strategic eye, and some people left who maybe you'd want to have stayed.
- 2018-19 budget
 - Returning again to the presentation, Hareza noted that currently they are projecting a breakeven management budget, on basis of 765 students. Revenue will increase only .5% due to graduation of large senior class and additional endowment draw decreasing to \$500k. Also, salaries and benefits will increase despite savings from restructuring (new president, other leaders).
 - Question from a faculty member: you talk about the .5% increase confidently, but we've often been really far off—how confident are you really? Answer: I'll take you through that detail, but the biggest problem in the past was that we budgeted for 800 students, this is budgeted on the conservative side. Question from a faculty member: if I remember last year, the decision was to make 765 the number we can count on. Answer: I said 740 last year. This year, based on projections we're doing 765, though maybe even better. Human Resource Capital says we can do even better. In last couple years, where we've been, our selectivity is 83.1-83.8% and the discount rate should go up a bit from 64.8 to 65.3%. Transfers is still down a little, for graduate tuition, we've been flat for the last few years; holding at 6.5. Question from a faculty member: I remember Pres. Niehoff once saying that he'd like to make money in other ways. Is that under auxiliary income? Are we still thinking about that? Answer: Yes, and we do still need to do that.
 - Finally, Hareza concluded by noting that we are financially on track for the first two years through, 2018-19. We haven't changed the plan that we began a year ago. We're being very consistent.

Annual update from the Provost

- Provost Nick Santilli began by noting that cost, compliance, and relevance are the three drivers of higher ed. Cost is more than just what it costs to deliver; compliance: not just HLC, but also AACSB and CAEP—we'll have 3 accreditation visits next year, also Title IX. Finally, how do we remain relevant as an institution? What are the academic processes we have in place that might help us become a more effective institution? He noted that the increase in applications and deposits this year than last and the presence of new grants are things that demonstrate what we do matters.
- Cost: transfer landscape is changing--most students who transfer are over 25 years old and are people who coming from community colleges. When we think about whether or not JCU is transfer-friendly we need to think about whether we're friendly to adults. He noted that adults used to be able to complete majors through night courses, but we seem to be backing off night courses. He returned to the question raised in Hareza's update, about the question about hiring and noted that looking back at the strategic plan should guide hiring and that CAS needed to articulate those goals.
- Compliance: here he focused on recent committee restructuring, noting that all committees are staffed, website is up, but that it's still a work in progress. People are working on policies and reviewing governance documents. We will also need an annual report of what all the committees did. Regarding the HLC, the task force is formed and the HLC website is back up. Process is different this time: no big self-study, but a 40,000 word-limit (plus unlimited appendices) assurance document—showing what we've accomplished since the last time they were here.
- Relevance: this should be led by the university strategic plan. The USPG is in the process of working through the plan, and there will be a meeting again at the end of this year on our progress and a picture of work for next year. As far as the Class of 2022, enrollment events have been well-attended, more students at all events; the Cleveland celebration this weekend is really important. You can track the analytics online and track the deposits too. Many recent successes throughout campus point to our relevance too: NSF award of \$640k; Burton Morgan's \$221k; there's progress on the funding for the Magis Learning Commons. Students have had successes too: Lincoln Douglas Debate, Chartered Financial Analyst Challenge, and athletes, among others.
- Campus transitions: Pres. Johnson here April 18-20, committee will begin to plan inauguration/welcome.
- Retirements: if you read Jeanne Colleran's email: I'm retiring in May. The choice is mine. <generous, spontaneous applause erupts> Trustees have asked me to stay on as consultant, but...
- Question from a faculty member: regarding compliance: when Kendra Svilar leaves we won't have a Title IX coordinator and that will put us out of compliance. What are we doing about that? Answer: We are on that and Pres. Johnson has that background, if all else fails.

The meeting adjourned at 3:19 pm.