

**Meeting of Representatives of the University Faculty Council
With President Hurley and Provost Levin**

August 12, 2014

Combs Hall, room 25

Present: President Rick Hurley, Provost Jonathan Levin

Faculty Members: Anand Rao, Smita Jain Oxford, Marcel Rotter, Gregg Stull, George Meadows, Chuck Whipkey, Andrew Dolby, Gail Brooks, Margaret Ray, Beverly Epps.

This meeting provided an opportunity for the elected members of the faculty (or their alternates) to meet with the Provost and President to engage in discussion of various faculty concerns. It was acknowledged that the assembled group was not necessarily representative of all UMW faculty.

President Hurley noted that faculty members are concerned about a number of issues, including the current three-college organizational structure. Both the President and Provost indicated that they are very open to listening to this group and to the full assembled faculty on these issues, but that there may be no quick or easy answers to some questions. Anand Rao, as UFC Vice Chair (in the Chair's absence) emphasized that the faculty are dedicated to facilitating UMW's success. This success does include the need for strong programs in business and education as well as in the liberal arts and sciences.

The first area for discussion was enrollment issues. It was noted that overall enrollment numbers began to trend downward in the past few years. A number of steps have been taken or are in progress to bolster enrollment. This past year, investments were made in new systems, already in use at most colleges and universities, to support recruitment and enrollment efforts. These include the following:

1. Ruffalo Cody – assists with student search outreach to prospective students by use of sophisticated statistical and geodemographic information.
2. Noel Levitz – the nation's leading higher education financial aid consulting group that uses data analytics to help develop and implement a strategic financial aid matrix for packaging both need-based and merit-based aid.
3. Hobson's CRM (Customer Relations Management) system—a well-respected suite of management tools to assist effective communication with prospective students throughout the recruitment and admission cycle.

This year, the University achieved the largest freshman applicant pool in its history. However, the yield on offers of admission did not meet projections. An extensive telephone survey was

conducted with students who were accepted to UMW but chose to go elsewhere (1600 contacts). Results indicated no apparent single reason why students chose other institutions. Overall, the students were positive about their experience with UMW but felt that the other institution was a better "fit".

Kimberley Buster-Williams has recently joined the University as Associate Provost for Enrollment Management. She will provide strong leadership to the admissions team and is currently studying and analyzing much data. She is highly experienced and well-prepared to address the University's enrollment issues. She and her staff have developed a detailed, proactive tactical plan intended to ensure future success.

The recent decline in graduate program enrollment was raised. The Provost suggested that there were two main reasons for this decline:

1. The economy - companies and schools are not paying for employees to attend graduate school as they tighten their budgets, plus working adults are finding it harder to afford the costs of their own education
2. Recruiting systems - The deans of the colleges of business and education expressed concern about the effectiveness of graduate program recruitment efforts under the structure in place through last year. Graduate student recruitment has now moved to be housed directly within the colleges.

Faculty members expressed some concern about the clarity of UMW's institutional identity. This concern centers on the move from a purely undergraduate liberal arts college to a master's granting university.

President Hurley noted that, nationally, liberal arts colleges (with the exclusion of a very few top-tier schools) are experiencing issues. Parents and students today seem more interested in the jobs graduates will get than in their receiving a broad liberal arts education. The Provost added that apart from these top-tier institutions, the liberal arts schools that have been the most successful are those that have added programs to meet market demand, while working to align the liberal arts mission with new job market realities. UMW has a great product with strong undergraduate research, global studies/study abroad, and the arts. We need to better define what the liberal arts and sciences mean in our context and then market more effectively.

Some faculty are concerned that the three-college organizational structure may have created divisions that keep UMW from presenting a cohesive, common culture. Some have suggested reexamination of the structure to see if it is actually working to advance UMW. They noted the fact the College of Arts and Sciences is so much larger than the other two colleges; and that many faculty perceive that CAS members are not receiving support commensurate with the other colleges, which contributes to a sense of inequality.

Some faculty members expressed less interest in simply seeing the data than in understanding the ways in which money is actually being spent. As an example, it was asked if it remains necessary for the College of Business to become accredited by AACSB. One faculty participant noted that UMW is currently the only business program in Virginia that is not accredited by AACSB and that this accreditation is important for student recruitment. The Provost also noted that there are potential international students from the ELS Center that cannot attend the MBA program at UMW until it is accredited (because of requirements of their national sponsors). A faculty member asked for an update on the accreditation process. It was noted that full accreditation is still about two-to-three years away. An AACSB mentor has been assigned to UMW and the College is in the process of writing reports on the 14 required standards.

The issue of faculty salary disparity was also raised. There have been few raises in recent years. Issues of salary, teaching load, professional development have not been addressed. Faculty development money was decreased years ago and has not been restored, pass-arounds are gone, as is the banking of individual study credits for course release. Summer Science funds have been frozen since before 2000. Some faculty expressed impatience in waiting for the next “big thing” - the new president, the new provost, the legislature, the freshman class. There is also a feeling that two failed presidencies may have damaged our reputation.

The Provost noted that the strategic plan that the university has been working under has just expired. There will be a new one developed over the next year. Provost Levin hopes to have a small working group develop this plan, using the SRA report to help guide them. President Hurley pointed out that the reason for the SRA process was to determine where money could be saved and reallocated for other purposes. Unfortunately, the outcome did not yield significant savings. The data provided to the SRA task forces was not consistent across all units or programs; it was gathered from existing data, which is often developed in ways that meet the needs of accreditors or state or federal agencies, but may not have always been well-suited to this particular project. Provost Levin acknowledged this, but also stated that he felt that we could learn a great deal from this experience and, moving forward, develop and maintain better data that would be helpful to everyone. The administration is also looking at multiple ways to develop new revenues.

Some faculty noted that we could better tap into our faculty expertise and ability to raise funds, if we had a working grants office. President Hurley noted that UMW has hired McAllister & Quinn to help us write four grants a year for a two-year period. They have the expertise and contacts to make our applications successful. John Morello has served as the grants officer at UMW for years and does a great job at helping get external grants out.

A concern was expressed over lack of communication between the administration and faculty and between the colleges. It was noted that colleges don't know what each other are doing, and that the administration needs to better inform the faculty of the decisions being made and why. Faculty would like to know the administration's rationale for the three-college system. Possible restructuring of the colleges or creation of schools within the College of Arts and Sciences were discussed. Faculty representatives from the Colleges of Business and Education

expressed willingness to talk further about restructuring along these general lines. President Hurley and Provost Levin expressed openness to reevaluating the current university structure.

In summarizing the meeting, it was stated that the faculty want to have a voice in decisions, want to understand why decisions are made, want to feel that they are being heard, and want to know that there is a commitment to addressing the identified issues (faculty salary, image of the university, structure). But they are also looking for leadership on these issues. There needs to be a core mission and set of values for the whole university that are clearly articulated to the faculty. The President and Provost need to explain where the University is and what is being done; faculty want to have a clear direction laid out, even if they may disagree with the decisions.

President Hurley also addressed two specific items that have recently been raised. One is expenditures on consulting fees. He noted that these include services such as McAllister & Quinn (grants), Noel Levitz and other admissions/recruitment enhancements, and marketing services to promote and strengthen the University's brand identity. The second issue is the allegation of "administrative bloat." He observed that, in the time period examined, there have been three newly funded E&G staff/administrative positions, while ten teaching faculty positions have been added.

Questions arose regarding the role of SCHEV in the state and the prospect for strategic planning at the state level. It was noted that SCHEV is a coordinating body. The board members are appointed by the governor. They do create strategic plans for the state but leave the implementation to the universities. Their goals are often caught between the Governor's agenda and what the legislature is willing to do. SCHEV does all the recommending for faculty salaries, and if money is available the legislature normally follows their recommendations.

Provost Levin encouraged the group to make the University Faculty Council strong. It is the representative body of the faculty and it needs to play a leadership role. Good things can be accomplished if everyone works together. He noted that this meeting is a model for that type of collaboration.

There will be another meeting for all faculty on Monday, August 18. It will be a closed meeting. There will be a few brief remarks made by Provost Levin and President Hurley to open the meeting, but the primary purpose will be for them to listen to the concerns of faculty. They hope to gather information from the faculty to add to what they have learned at the current meeting. They will then formally address the faculty at the opening faculty meeting on Thursday, August 21. All parties see these meetings as the beginning of an open and inclusive discussion on the University's future.

Respectively submitted,
Amy O'Reilly
August 15, 2014