

University Faculty Council Meeting Minutes

September 28, 2016 – Digital Auditorium (HCC)

3:30-5:30pm

1. Call to Order: The meeting was called to order at 3:35 p.m.
 - 1.1. Members present: Abby Brethauer (CAS-HPS), Courtney Clayton (CoE), Janine Davis (CoE), Paul Fallon (CAS-AH, UFC Secretary), Steve Greenlaw (CAS-SS), Dave Henderson (CoE), Ken Machande (CoB, UFC Vice-Chair), Kristin Marsh (at large), Jason Matzke (CAS-AH), Deb O'Dell (CAS-HPS), Anand Rao (at large, UFC Chair), David Rettinger (CAS-SS and Parliamentarian), Woody Richardson (CoB), Marie Sheckels (CoE), David Stahlman (CAS-SS), Gregg Stull (at large), Marie Wellington (CAS), Chuck Whipkey (CAS-HPS). Ex officio members: Jonathan Levin (UMW Provost), Troy Paino (UMW President), and SGA representative Hayley French. Members absent: none.
 - 1.2. Attendants introduced themselves.

2. Minutes – The minutes of the April 18, 2016 meeting were corrected to show that Provost Levin was present. They were then approved unanimously.

3. Reports
 - 3.1. President Paino
 - 3.1.1. Pres. Paino anticipated his reports to be conversational and two-way. He will typically keep UFC abreast of events in Richmond and how they affect UMW. There is currently uncertainty about revenue. UMW was spared from having to make plans for budget cuts. Next week after the first quarter ends, UMW may need to make cuts. The worst case would be 5% (about \$1 million) of support withdrawn. Pres. Paino noted the need to move cautiously and prioritize positions on hiring (but said there is no freeze now).
 - 3.1.2. Construction is still scheduled to move forward on Jepson in the summer of 2017. UMW still needs to make a strategic decision about Seacobeck. Residence halls are of concern, probably starting with Willard, but the master plan must be updated. A new track at the Battleground Athletic Complex just opened.
 - 3.1.3. Priorities of the President
 - 3.1.3.1. The President is working hard with the Cabinet, and UFC will be brought into the conversation by January. Pres. Paino said they need to look at evidence and data to drive decision-making (via a dashboard of indicators). They are preparing comparative lists of peer institutions that are public, private, and UMW's competition in Virginia.
 - 3.1.3.2. UMW needs to make sure the Master Plan includes a more pluralistic student body.
 - 3.1.3.3. UMW needs to create a budget, while rebuilding reserves in order to make strategic investments. UMW must take control of faculty salaries (staff salaries are controlled by the State). 15.4% of the state budget is for Medicaid. This will soon rise to 18%. Public higher education is near the top of the list of

discretionary spending and will be negatively affected. Part of the solution is to hire a new Director of Professional Studies. UMW must invest in order to use Continuing Education as a revenue stream.

3.1.3.4. UMW must address salary challenges.

3.1.3.5. The development of a Strength, Weaknesses, Opportunities, and Threat (SWAT) Matrix. Pres. Paino will take time to learn about the institution, but he recently received the Admitted Student Questionnaire (ASQ, the perception by students of UMW vs. its competition). He has studied what has happened in the last 6-10 years, and noted that how we far against our competition has dropped in an alarming way and we must change the narrative. UMW has suffered about a decade of going from crisis to crisis while other schools were moving straight ahead. A wake up call is imperative. UMW ranks lower in academic reputation, quality of programs and majors, and reputation with employers. Pres. Paino needs information from each department what is amazing about its programs and recent graduates. What are alumni from 2012-2013 doing? "What do we do that's amazing?" Who are the employers of UMW's alumni?. The University needs CEOs to talk about UMW. Pres. Paino will be a shameless spokesperson with stories that are compelling. What are students doing that has changed the world? He needs stories about Peace Corps volunteers, Fulbright scholars, and more. Once one loses a reputation, it's hard to get back. UMW needs to reflect how people care about the university.

Deb O'Dell said that there is a biology newsletter for all undergrad majors and alumni, but that kind of thing is not disseminated more widely. Pres. Paino responded that he wants the best of the newsletter, something tangible, with compelling stories. The perception is that students are not as prepared as they once were. Once high school students perceive that it's easy to get into UMW and it's not competitive, the top 10% will not be as interested.

Kristin Marsh observed that the UMW website is a start for showcasing stories and asked whether there a connection between internal struggle and external message. Pres Paino suggested we pick a CNU viewbook like UMW did 10 years ago to understand our competition. Provost Levin added that we are seeing a decline in our win percentage compared to many schools: JMU, George Mason, VCU, Longwood, Radford, and Old Dominion (while UVA and Wm & Mary remain about same). UMW has felt a 30-40% drop for the group that just started college. The previous ASQ was in 2013. Provost Levin added that there are some schools with a lower win percentage, against which UMW does better.

Dean Richardson visited CNU a few years ago and was dazzled by the campus experience and reported her notes to UMW admissions. Pres Paino intended this report as a call to action to turn it around quickly. He urged that UMW must be bold, not fearful. UMW has a lot going for it (e.g. location) that must be leveraged, and challenges must be overcome. Greg Stull observed that one of UMW's assets is the faculty. Yet the faculty voice is sometimes diminished

compared to input from focus groups and marketing. He feels we are not a part of the group that makes decisions. Kristin Marsh said that she feels we've already turned a corner with a new President.

Dave Henderson asked about Continuing Studies. Pres. Paino would see it as a school, not a college, probably housed at the Stafford campus, with some courses online or hybrid. [4:25 p.m.]

3.2. Provost Levin

- 3.2.1. The Workload group met earlier this week to consider several ideas including a proposal to address excess contact hours, reinstitute recognition of individual studies and internships. Group is to make a recommendation to the Provost for costs and opportunities.
- 3.2.2. Salaries. As announced, there will be a 2.5% increase for faculty. Planning is beginning for a compensation plan with salary benchmarks. It will be relatively modest but will have an impact. The Provost said that perhaps at the next meeting, UFC can look at options together with him. UMW is not increasing individual salaries to meet benchmarks. Classified staff will have modifications if they work outside normal hours.
- 3.2.3. The Greenlight process is going forward. People whose responsibilities have changed will have their positions re-examined.
- 3.2.4. Comparison lists of peer universities will be circulated. The Provost would love to get feedback on dashboard of indicators. Most publics are COPLAC or COPLAC-like. Privates are roughly UMW's size and array of colleges and programs, some very, very good, while others are just good. The Provost welcomes feedback, which can be emailed, or put on the agenda. The lists will be finalized in the next few months.
- 3.2.5. The Strategic Enrollment Plan 2016-2020 was presented on slides at the end of the meeting.

3.3. College Deans

3.3.1. College of Arts and Sciences

- 3.3.1.1. [Report from the Richard Finkelstein, CAS Dean](#)
- 3.3.1.2. [Dean Finkelstein: BLS launched cyber security program.](#)

3.3.2. College of Education

- 3.3.2.1. The College of Education has two searches under way.

3.4. SGA Representative's Report

3.5. SGA Representative Hayley French said that she would love to work with UFC and Pres. Paino. She identified with what Paino said. She lamented a generation that "doesn't care about anything" and was eager to prove this stereotype wrong.

3.6. UFC Chair's Report

- 3.6.1. [Faculty Representative Report to the BOV – September 15, 2016](#)
- 3.6.2. Much of what Anand Rao wanted to say echoes Pres. Paino's issues. Prof. Rao encouraged UFC to look at the Board of Visitors' webpage, which is a public document.
- 3.6.3. Prof. Rao expressed appreciation for changes, stating that the new faculty dining room is a positive step, as is the recent salary adjustment. Pres. Paino, Dr. Rao

noted, addressed the board about the importance of salary increase. UFC must discuss its input on how to address other concerns such as merit pay and cost of living concerns.

- 3.6.4. Faculty and Staff engagement comments will be posted on the page. Then we must decide what to do with the information.
- 3.6.5. Report from the BOV Meeting – September 15-16, 2016
- 3.7. UFC Vice-Chair’s Report: No report.
- 3.8. University Committees – minutes, reports, and action items
 - 3.8.1. Honors Program Committee
 - 3.8.1.1. [Minutes of the Honors Program Committee – August 23, 2016](#)
 - 3.8.1.2. [Minutes of the Honors Program Committee, September 16, 2016](#)
 - 3.8.1.3. [Action Items of the Honors Program Committee, September 16, 2016](#)
 - 3.8.2. Distance and Blended Learning Committee
 - 3.8.2.1. [April 11, 2016 Meeting Minutes](#)
 - 3.8.2.2. [August 23, 2016 Meeting Minutes](#)
 - 3.8.2.3. [Action Item: New Instructor Expedited Approval Request](#)
 - 3.8.3. Speaking Intensive Committee
 - 3.8.3.1. [Speaking Intensive Committee Action Items – Sept 12, 2016](#)
 - 3.8.3.2. [Speaking Intensive Committee Minutes \(draft\) – Sept 12, 2016](#)
 - 3.8.4. [University Faculty Affairs Committee Minutes \(draft\) – August 23, 2016](#)
 - 3.8.5. University Budget Advisory Committee
 - 3.8.5.1. [Meeting Minutes – August 23, 2016](#)
 - 3.8.5.2. [Meeting Minutes – September 6, 2016](#)
 - 3.8.6. [Sabbaticals, Fellowships, and Faculty Awards Committee -](#)
 - 3.8.6.1. [September 15, 2016 Meeting Minutes](#)
 - 3.8.6.2. [August 23, 2016 Meeting Minutes](#)
 - 3.8.7. Distance and Blended Learning Committee
 - 3.8.7.1. [Action Items for September 2016](#)
 - 3.8.7.2. [Meeting Minutes for September 14, 2016](#)
 - 3.8.7.3. [Meeting Minutes for August 23, 2016](#)
 - 3.8.7.4. [Action Items for August 2016 electronic meeting](#)
 - 3.8.8. [General Education Committee Meeting Minutes – September 12, 2016](#)
 - 3.8.9. [FSEM Committee Meeting Minutes – August 23, 2016](#)
 - 3.8.10. Academic Affairs Committee
 - 3.8.10.1. [University Academic Affairs Committee – Aug 23, 2016 Meeting Minutes](#)
 - 3.8.10.2. [University Academic Affairs Committee – Sept 14, 2016 Meeting Minutes](#)
 - 3.8.11. [University Curriculum Committee Meeting Minutes – September 12, 2016](#) –
(note: the UCC posts all committee materials on a separate site – [University Curriculum Committee Website](#))
 - 3.8.12. [James Farmer Multicultural Committee Meeting Minutes – September 8, 2016](#)
 - 3.8.13. [BLS Committee Meeting Minutes – Sept 12, 2016](#)
 - 3.8.14. [Writing Intensive Committee Meeting Minutes – Sept 16, 2016](#)
 - 3.8.15. [Teaching Center Advisory Committee Minutes Sept 12, 2016](#)
- 3.9. All minutes were approved by voice vote.

4. Unfinished Business

4.1. Faculty Morale Survey and the [Great Colleges to Work For Survey](#)

Many comments on the surveys were shared. Senior leadership will meet around fall break regarding feedback, and will hear actions to take. Deb O'Dell noted CAS chairs were unable to be at the forum but would have liked to have heard the remarks. Another forum on retirement conflicts with teaching schedule. Anand Rao said that the conflict with the Chairs' Meeting is something that should have been avoided. Perhaps there will be an additional forum. Rao noted the importance of faculty and staff working together and discussing things. He suggested UFC consider adding a Staff Advisory representative at UFC. Comments are welcome on the UFC website.

5. New Business

5.1. Motion: The UFC assigns the duty of reviewing the Waple Professorships to the Sabbaticals, Fellowships and Faculty Awards Committee for the 2016-2017 year. [The rationale is attached here](#). The motion carried unanimously.

5.2. Motion: TOEFL Requirement Change. Motion and support material available in the [UAAC Committee minutes from Sept 14, 2016](#). This motion lowers the required TOEFL score from 88 to 80. Prof. Sainz answered a few questions. A score of 80 is average at universities. The motion carries unanimously.

5.3. [Motion to approve Online P&T Submissions; Ad Hoc Online P&T Report](#) – support

There were concerns that 21 people would have access to all files on Canvas. This has raised a legal concern. The UFAC received a report from ad hoc committee last February. The particular motion is not the final version because of privacy concerns. There is support for the spirit of the motion. Other institutions consulted had not considered the privacy issues of Canvas. The software Box is like the DropBox files sharing system, but with much more security. Canvas is not intended to do that. Box could meet the need of online P&T.

David Rettinger stated that it seems odd for UFC to legislate a technological tool, and recommended that the group come up with a list of goals and requirements for the system and leave it to IT professionals to decide which software is best. Janine Davis said that change from paper to digital would fundamentally change the tenure process. She recommended a transition time or that applicants be given a choice of submission method for a period. Anand Rao said that the subscription to Box is very affordable and it could be used for recommendation.

5.4. Discussion of adding a staff representative to the UFC

This discussion was tabled.

5.5. Pres. Levin presented a draft version of the Strategic Enrollment Plan: Proposed Targets (Sept. 2016)

Provost Levin presented in some detail (for about 20 minutes) the Strategic Enrollment Plan. Among its many points were the goals of stabilizing First-year students at 950 and and transfer classes at 400 students, enhancing selectivity towards 1150 SAT scores, enhancing diversity towards 50%, and improving the male/female balance towards 40/60. It aims to increase the number of adult undergraduates by doubling the number of BLS students in completion programs, growing the RN-BSN program, developing more and more robust non-degree opportunities, including certificate programs, and enhancing on-line courses for working adults. Some investment will be required, including support for international student needs. However, a rough estimate of \$1.9 million in investment would yield \$6.5 million in gross revenue, a 242% return on investment.

The Provost noted that this is a process which solicits feedback. The Provost indicated that UMW will have to start making decisions in next few weeks. The plan will be a discussion item at the next Board meeting, probably in February.

6. Announcements

6.1. [National Security Lecture at Dahlgren on Oct. 5, 2016](#)

7. The meeting adjourned at 5:40 p.m.

The next UFC meeting will be held on October 26, 2016, from 3:30-5:30pm in the HCC Digital Auditorium.