**ECOS Retreat Notes, 8/21/18**Missoula College, Room 223

## ECOS shake out

Chair Semanoff provided updates. The response to the recommendations was sent to all faculty. There was a concern from Political Science that there was no mention that the move of the Masters in Public Administration was contentious. The UFA is on the verge of filing a grievance. A memo was sent to the deans outlining the mechanism and next steps in the process. Some felt this should have been shared with ECOS to allow for planning. It was shared with Chair Semanoff. The plan is for curriculum proposals to be submitted by the fall deadline. The staffing issues are separate.

## Vice President of Enrollment and Strategic Communications Cathy Cole

There is a dip in fall enrollment. Enrollment was up this summer. 500 students graduated this summer, which was not expected. There are plans to turn the enrollment situation around. She will meet with Deans and department chairs to work on communication and marketing plans for majors. Studies show that students are more likely to enroll when outcomes are tied to degrees. She is planning events targeted to groups and majors. Funding is an issue. There has not been any marketing targeted for Missoula College. This is next on her priority list. She hopes to stabilize enrollment by 2021 with a pattern of growth. She doesn’t yet have reliable data. The University has not consistently recruited from the same region. She is creating a communication center that will be staffed Sunday through Thurs, 3:00 p.m. to 8:00 p.m. This will focus on peer to peer contact through texting and Facebook messenger. She is also creating a Welcome Center at Brantley Hall. An arch has been donated and the parking will be labeled “Future Grizzly Parking.” The campus tour will end at the Lomasson Center.   
  
We need to continue to market to students so they feel like we want them here. We need to work to find out why they are leaving by interviewing students. Her guess is that they do not feel welcome.

Vice President Scott Whittenburg  
  
The Cooperative Research Unit would like to use the federal reporting document for the center review report. This should be acceptable since Programs can use accreditation reports in place of program review.  
Research had another record year. Expenditures are down, likely because of billing delay due to the number of staff that took the Voluntary Severance Offer.  
The Research Office has been asked to reduce its budget by a million. VP Whittenburg has identified areas to cut, including the O’Connor Center for the Rocky Mountain West, the Center for Natural Resources and Environmental Policy, and Executive Education. He is requesting to reduce the amount given to the grant funded leave pool administered by Administration and Finance. Other cuts will flow down to units. He is trying to maintain as many services as possible.   
Graduate student enrollment is down by 50 students. Units did not admit as many unsupported students. Last fall, WICHE announced that “graduate programs will no longer be required to demonstrate distinctiveness in order to participate Western Region Graduate Program (WRGP) . The program is a tuition reciprocity agreement. It will result in a loss of tuition.

It is unclear how the research dollars are figuring into the revised mechanism for reductions. The UPC is having ongoing discussions. UM needs a good budget allocation model.

Staff Senate President Luke Alford  
Staff Senate has some big goals this year. The work will be done by its subcommittees. The Communications Committee is working on a First Generation College Student Program similar to UMAllies that would train staff and faculty to be available to help students. Individuals would self-identify after completing the training. The training would likely be in Moodle. Staff Senate issues can be communicated to the Senate as needed.  
Staff Senate is changing how it does scholarships. It is considering events to raise funding for the program. Luke asked for suggestions. A possibility would be “dunk the administrator.”  
The Professional Development Committee is planning to conduct a training needs assessment. The Quality of Worklife Council would like Staff Senate to take over the mentoring program. A job satisfaction survey will also be conducted.

## General Education Committee- James Randall, Music

The Committee will work on options for a UM Core Pilot and identify pros and cons of the possibilities. He hopes this can be presented to the Faculty Senate at the October meeting, to gather feedback so that a motion can be voted by the December meeting. The committee should be thinking about courses in the spring. It is unclear whether the reduced staffing levels should be considered.

## Writing Committee- Erin Baucom, Mansfield Library

The Writing Committee would be happy to collaborate with the General Education Committee. Writing and information literacy should be included in the UM Core. There have been issues with appeals for advanced writing courses that the Committee will discuss. Data would be helpful regarding how many advanced writing courses are available to serve multiple disciplines. There is a shortage of courses available online.

Graduate Council- Len Broberg, EVST   
The Council will work through the curriculum proposals. It will also develop guidelines for accelerated degrees. There are 9 program reviews scheduled. It also wants to ensure graduate education is given appropriate consideration in the revised mechanism for reorganization / reductions.  
  
Provost Jon Harbor  
The administration reviewed the feedback on the Strategy for distinction and refined the mechanism over the summer for staffing changes. Some of the recommendations are no longer being considered and some have been changed. CHS for example is not considering a division structure but has other plans to share services. The deans now have the revised data and targets (2009-2013 ratio) and will report back to the Provost by September 7th. In mid-October the instructional staffing plans will be discussed in terms of impacts on other departments. If units have not identified a plan, then the President will consider retrenchment.

See appended communication sent to campus 8/29/18

## President Seth Bodnar

The pending vote on the 6 Mill levy is extremely important. The foundation is also working on a capital campaign. We need to get the reality of positive things happening on campus to the public.

He identified five priorities for action for the academic year.

1. Student success at the center of everything
2. Drive excellence and innovation in teaching and research
3. Mission first people always
4. Partnering with place
5. Tell UM’s story – tangible indicators of progress, institutional effectiveness.

### Big Sky Experience

Should focus on high impact practices and transformative experiences for every student. Each student should be taught by an inspiring faculty member, have a personal mentor, internship and engage in research.

Should work collaboratively with other MUS campuses to broaden opportunities for students. Offer languages to students on other campuses.

## UFA President Paul Haber & VP Megan Stark

Attempting to help the administration understand the difference between the UFA and Faculty Senate. Have monthly contract maintenance meetings. Megan’s comments on the matrix- some of the definitions are different. There is already an agreement in place – the UFA contract.

## ASUM Vice President Maria Welch

Will establish an ASUM Presidential Advisory Committee. Need input for students not on ASUM. UM productions no longer exist. Will hire a Student Group Coordinator. Will also restructure the legal program, hire a new director, and implement a new fee structure. The administration is restructuring the Dean of Students position. Rhondie Vorhees is on leave until June. The interim Student Conduct Officer is Erin Gusick. ASUM meetings start time changed to 6:30. The students are not sending anything to the Board of Regents until November

## Adjournment

The retreat was adjourned at 4:45

Campus Communication sent Wednesday, August 29th.

Dear colleagues,

As the campus community returns for fall semester, I write to provide an update on President Bodnar’s preliminary recommendations, released in May of 2018, and the process we are taking to revise them to ensure excellent service to our students, the State of Montana, and the world.

Since the release of these draft recommendations, the campus community has provided extensive feedback on the recommendations’ content and methodology. This feedback, especially as communicated through the Executive Committee of Faculty Senate, has resulted in revisions to both the recommendations for reorganization and the methodology for arriving at the faculty staffing levels that will best serve students across our programs. The University Planning Committee, the Executive Committee of Faculty Senate, and the University Faculty Association have been critical partners in this important work, helping to revise the methodology and to ensure an accurate picture of our needs as well as a strategic approach to our decision making. (This feedback will be posted on the [University Planning Committee website](http://www.umt.edu/planningassessmentcontinuum/Planning/default.php) later today.)

The preliminary recommendations currently are being updated, informed by the revised methodology, dean and chair feedback and strategic needs. The updated reorganization plans and staffing recommendations will be determined this fall, using both quantitative and qualitative input. Faculty Senate will conduct a review of recommendations that impact curriculum and will complete this review by early December.

Please note that while the staffing plans by department are being finalized, the overall budget target has not significantly changed.

Here is where we are in the process and where the process will lead over the coming months:

1. Deans and chairs have been invited to review the FTE and SCH data generated by the new and agreed upon methodology and to provide input on the accuracy of the data.
2. Once the deans and chairs provide input on the data and any necessary adjustments are made, a presumptive faculty staffing level will be calculated for each department based on its FY2018 student credit hours and the credit hour to faculty ratio it had on average for the period FY2009-13. These data will be used to calculate how student credit hours and the credit hour to faculty ratio it had on average for the period FY2009-13. These data will be used to calculate how many staff it would take to produce the FY2009-13 credit hour to faculty ratio for each department, but with the FY2018 student credit hours, both for all instructional staff and for T/TT faculty.  These presumptive staffing levels will then be converted to an instructional budget.
3. Next, the instructional budgets will be adjusted based on strategic considerations to set the final instructional budget target to be achieved by the end of FY2021. Final staffing budgets may be higher or lower than the levels calculated from the FY2009-13 ratios and FY2018 student credit hours. Those final staffing budgets will be determined through strategic decisions made by the executive team relying on three main inputs: a) First, we will look at the data on each academic program that the UPC looked at in its Stage 1 analysis in April; b) Second, we will assess programs in relation to their fit and importance to the vision for the UM Core and the Communities of Excellence; c) Third, we will rely on feedback from deans and chairs to inform us of programs with particular concerns regarding staffing levels given programmatic needs.
4. Departments and Schools/Colleges will develop staffing recommendations that will fit within their new staffing budgets by mid-October. Meanwhile, the Administration will work with the UFA and Faculty Senate to develop a timeline for officially noticed attrition.

The timeline, therefore, is as follows:

Summer 2018 The president worked with the Executive Committee of Faculty Senate, the University Planning Committee, the deans and the provost to consider the feedback collected to date. This feedback led to revisions in both the staffing plan methodology and the reorganization recommendations.

Mid-fall semester 2018  Reorganization plans and staffing recommendations will be updated, informed by input from deans and chairs. Faculty Senate will conduct a review of recommendations that impact curriculum and will complete this review by early December.

Mid-October 2018  If, after considering officially noticed attrition, retrenchment appears to be necessary for particular units to achieve the requisite staffing, a Review Committee will be formed and retrenchment plans for those units will be developed and submitted to the Review Committee, in accordance with the terms of the CBA.

Early winter 2019 Any necessary retrenchment plans, by program, will be submitted to the Commissioner, then go to the Board of Regents.

I hope this information helps you understand this process. For more information, please check the [University Planning Committee website](http://www.umt.edu/planningassessmentcontinuum/Planning/default.php). Feedback and next steps will be posted there regularly in the future.

Jon Harbor, Executive Vice President & Provost