Faculty Senate Meeting Minutes
September 8, 2016, 3:00 P.M. Law 201

Call to Order
Chair DeBoer called the meeting to order at 3:00 p.m.
Registrar Joe Hickman called roll.

**Members Present:** B. Allred, J. Banville, D. Beck, T. Beed, A. Belcourt, M. Bowler, J. Bunch, S. Caro, A. Chatterjee, Y. Cho, Z. Ciooper, T. Crawford, J. DeBoer, A. Delaney, D. Erickson, L. Fern, L. Frey, E. Gagliardi, J. Gallo, N. Greymorning, B. Halfpap, M. Hamon, K. Harris, W. Holben, L. Howell, J. Hunt, C. Kirkpatrick, C. Lawrence, G. Larson, J. Laskin, P.Lukacs, D. MacDonald, M. Maneta, M. Mayor, D. Patterson, G. Peters, S. Phillips, G. Quintero, T. Sanders, J. Sears, T. Slater Smith, A. Sondag, S. Stan, A. Szalda-Petree, J. Thomsen, E. Uchimoto, M. Valentin, A. Ware
 **Members Excused:** S. Bitar, M. Bowman, D. Lurie, N. Vonessen

**Members Absent:** K. Bell, O. Berryman, M. Kia, G. Collins, K. Griggs, B. Harrison, J. Henry, S. Johnson, C. Off, S. Stan

**Ex-Officio Present:** President Engstrom, Provost Brown, Associate Provost Lindsay, ASUM President Cody Meixner

**Guests:** T. Crady, P. Short, M. Schulzke

**Minutes:** The minutes from May 5th and July 14th were approved.

Chair DeBoer changed the order of the agenda to accommodate the ASUM President’s schedule. Senators were welcomed to the new academic year and new meeting time. Traditionally the Senate debates academic matters as they relate to student success and the welfare of the University.

## Communication

* ASUM President Sam Forstag
ASUM supports the resolution to recognize Indigenous Peoples Day rather than Columbus Day. ASUM passed a similar resolution as did the Governor. It will send a strong message to the Native American people. In the tradition of shared governance we are a lot stronger when we stand together. Over the summer he reached out to several senators with regard to sustainability issues including the proposed covered parking structure. He hopes the Faculty Senate will reach out to ASUM to collaborate on issues as well. The student leadership will be at the Board of Regents and Montana Associated Students (MAS) meeting in Billings. MAS will discuss the value, or lack thereof the pay for non- compete clause.

President Royce Engstrom
The President welcomed senators to another academic year. It is going to be a great year with some challenges, but many opportunities. He spoke briefly about a few items and then introduced the new administrators to address some specifics about the enrollment situation.

There are multiple avenues for communication between the administration and the Faculty Senate. First he intends to attend Senate meetings to provide updates, solicit feedback, and stand for questions. He hopes to have some good dialog through this exchange. The Faculty Senate Chair is on the President’s Cabinet along with the ASUM and Staff Senate Presidents. This change occurred last January and has made a big change in the quality of the conversation. It allows for more diverse perspectives and has been a good change. The cabinet meets every Wednesday morning. In addition, ECOS has coffee with the cabinet once a month. The agenda is mostly open, but depends on the current situation. ASUM and Staff Senate have coffee with the Cabinet on alternating weeks as well. And the Chair and Chair-elect have a monthly meeting with him. He also meets with ECOS as needed. So there are at least five touch points every month. It is important that the lines of communication are open.

The Faculty Senate’s action today is the last step for the University to recognize Indigenous Peoples Day rather than Columbus Day. If the resolution is approved, he will go ahead and announce the conversion.

The search for a permanent Provost is underway. Mike Reid, Vice President for Administration and Finance is chairing the search committee. Half the committee members are faculty recommended by ECOS. The search is moving rapidly. We hope to have the candidate identified by December for a smooth transition going into next year.

He introduced Paula Short, the new Communications Director for the University and the Office of the President. Paula comes from the Department of Natural Resources, where she has been in the communication and legislative interaction business for the last 20 years. She is a graduate from our Forestry College.

He invited the next three new administrators to the front of the meeting to provide information after their introductions. Tom Crady, Vice President of Enrollment Management and Student Affairs, comes from Gustovus Adolphus College in Minnesota. Beverly Edmund is our Interim Provost and comes to us through an organization called the Registry that specializes in matching retired administrators with temporary positions. Mario Schulzke is not new to campus, but has been promoted to overseeing the Integrated Communication sector of the university due to some reshuffling of duties with retirements and new hires. They are a great team. Each of them took a few minutes to talk about enrollment issues and their specific efforts.

Tom Crady was at Gustovus Adolphus College for 6 years where he was the Vice President for Enrollment. Prior to that position, he was a member of the faculty and Dean of Dartmouth College. He was also at Grinnell College for many years and had oversight for enrollment. He was not on the market for a new position, but he saw a lot of opportunity at UM. The first thing he noticed is that we have a 95% admit rate (out of 5,000 students), which is way too high. We should be in the 80% range. We have to increase applications. Usually when you have a high admit rate, you have a high price, and we do not have a high price. We have a comparatively low price. So this indicates there are some things that need to be fixed. The good news is he has a great staff that is open to change. He shared five focus areas.

The first goal is to increase applications. In two weeks Enrollment Services is going to launch 3500 paper applications. We do this to tell parents and students that it is time to start thinking about college. It is a two page application with a user name and password, so that when students login their information is prepopulated. We do this at the beginning of year to get a bump in applications right away. We should have about 10,000 undergrad applications. The paper application will be mailed to all Montana students and we will explore two new markets. He can’t believe UM is not attractive to students in other parts of the country.

We now participate in the Raise Me, a program partially funded by the Gates Foundation that awards micro scholarships to students beginning in the 9th grade. It basically awards financial aid earlier based on grades ($25 for an A, and so on). The hope is that the program gives students a little bit of an incentive and link to the University. We launched the program last month and have over 900 students already signed up. He has worked with this program before.

We have difficulty processing applications and it takes too long (approximately 18 minutes). Students sometimes get admit letters when they are attending classes. We must streamline the way we process applications. The process has been to create paper files, and enter them into the system. We are transitioning to a completely paperless process. This means as soon as an application comes in, it is converted to a PDF file. We also can’t process articulations fast enough for transfer students. The articulation agreements need to be updated.

The fourth issue is holds. Currently there are 67 holds that can be placed preventing students from registering for a class. A committee is meeting tomorrow to work on this. His thinking is to give offices a 30 day window and eliminate the holds. Departments will need to provide a justification and then an alternative method should be discussed. Students’ classes should not be dropped because they did not pay their bill on time. Most universities don’t do this- they put a hold on spring registration. This is going to be difficult, but must be dealt with, because we are basically telling students to leave.

We are developing regression models for financial aid. This means we will calculate exactly, based on a student’s academic profile (low ability/ high income, high ability/low income), how much money it takes for a student to come to the University of Montana. Right now we don’t know whether we are awarding financial aid correctly. According to our market ratio, which is what we use to compare to other institutions, our waivers budget is high. The models will help determine where our waivers budget should be and whether we are yielding the students we think we should.

Lastly, we don’t have a deposit, so we really don’t know our enrollment until the census date. We are trying to create markers throughout the process to get better enrollment figures.

Interim Provost Beverly Edmund shared a few areas of focus in Academic Affairs. These areas will require a lot of collaborative discussion with faculty and those involved in the delivery of our education. Related to enrollment management, Academic Affairs is trying to identify immediate areas where we can entice students to enroll at UM. This focus will strengthen academic programs that need attention. Academic Affairs is looking at the following areas concurrently. First, existing articulation agreements will be reviewed and additional opportunities will be explored to smooth students’ transitions from two-year programs to UM.

Second, the Academic Alignment and Integration process will be reviewed in order to operationalize the results. This will involve developing an action plan that guides the timeline for changes. The action plan should provide some indication of whether the initiative accomplished what was intended. So we are attempting to create an operational framework for the work that was done. This should help us target areas that need more attention.

The third area of focus is online education. We will be reviewing current offerings and potential for new offerings. Again, we will be asking for conversations at the unit level. We are aware of administrative complexities with online offering and will be reviewing these. We hope to grow our online offerings where there is student interest.

The final focus area is persistence and completion strategies. Enrollment management has several components; recruitment and retention as well as persistence and completion. We will evaluate what can we do at the administrative and unit level to help our students persist and complete. We will address policies procedures that are barriers for students. Within programs we will look at innovated teaching methodologies to improve student success. We need to ensure we are doing a thorough and regular analysis to identify areas for improvement. We will be improving data processes so we can look systematically at unit, program, and courses to understand what is happening and identify areas that need attention. These are some of the broad areas Academic Affairs will be focusing on to support the work of enrollment services to make sure once students get to campus they have a successful experience.

Mario Schulzke, Associate Vice President Integrated Communication, has been on campus for three and a half years. He worked in advertising for 10 years prior to joining UM, and has a BS is Business Administration from UM. He was an international student from Germany. He discussed four key initiatives.

We need to improve the amount of positive publicity for the University. It’s not that the publicity is tilted to the negative, people just tend to focus on the negative. The Missoulian has had stories about entrepreneurial efforts across campus, Wildlife Biology’s ranking, and our Climate Change Studies Minor. These are great starting points, but we need to expand and amplify this coverage to the region and the nation.

We are an institution of considerable size and have a marketing budget of about $77,000. So we need to be smart about spending. We can’t buy a lot of commercial time, so we need to be more digital. Normally consumers don’t make big purchase decision based on an advertisement or promotion, which are aimed to get the attention of people who are “leaning out”. Consumers do research online or talk to friends and investigate big purchase items. Our focus needs to be on the people who are “leaning in,” actively researching universities or programs where we have areas of strengths. Much of our advertising (such as paid search) is not visible. We need to make sure that once students get to our website it is good. We have made a lot of improvements to our digital presence over the past few years. Our App is an important next step. Students these days spend more time on their smart phones than they do on their computers. So it is important for us to start building a presence there. Any advertisement we do is going to be about the social, about the search, and it is going to be targeted. We need to keep improving or digital presence. We have done a good job with social media. We have over 10,000 followers and 100,000 Facebook fans. Every month there are millions of people that visit our website and social media. These people are our audience. The app is an example of improvements. It’s not perfect, but it will continue to improve.

The last area of focus is improving our user experience. This includes students, alumni, and parents. MIllenials don’t want to have frustrating customer service experiences. Eliminating registration holds, for example, is something that will have a huge impact. We need to come up with some values, processes, and feedback mechanisms that help us understand where students are stumbling and what’s keeping them from re-registering in the spring.

The four Ps of marketing include: Product (What are you selling, and how much are you selling it for), Place (Where are you selling it?), and Promotion (How are you promoting it?). Promotion, by far is the least important. People make purchases because it is a good product, a convenient location, and the right price. So these are the areas we need to focus on to improve enrollment. Currently the fastest growing program on campus is the MBA program. This year the program changed the admissions requirements so that people with more than 5 years of management experience do not have to take the GMAT. This increased enrollment by approximately 50 students without any advertising. This is an example of how a simple tweak can make a huge difference. We need to find other possibilities like this. It is ultimately about the product and the delivery (what the faculty do).

Questions:

Senator Valentine was not sure that higher education fits the analogy of a product. He asked how the decline in the number of foreign students that pay higher tuition is being addressed.

Vice President Tom Crady: International student recruitment does not report to him. It falls under International Programs. However he has had considerable success with international student recruitment in prior positions. He had one recruiter who was out of the country (South East Asia, South America, and Kenya) for two months out of the year. This brought in approximately 100 students per year. The key was working with the Council Independent Schools (CIS) and it was very effective. He is working with Associate Provost Zagalo-Melo on this.

Senator Greymorning is interested in the way the micro scholarship works. He was told that Montana had restrictions against recruiting students at the sophomore level. If this is the case how is the micro scholarship possible?

Vice President Tom Crady and President Engstrom confirmed that there is no restriction. There is nothing preventing recruiting students at the sophomore year. Our competitors are recruiting sophomore students. VP Crady’s hired a recruiter to focus on 9th grade in his previous position.

Senator Beck is still experiencing disallowed key characters when trying to navigate the Website. He and several colleagues use Google rather than internal navigation. He’s concerned that when students run into situations like this, they no longer consider the school. He was told by IT that the issue was going to be fixed in July. There are a few less links that have the error message, but it still doesn’t seem to be fixed. He was told it was a software problem.

Associate Vice President Schulzke agrees that the internal search function is important. He doesn’t know the specifics of the issue, but IT will continue to work on improvements. Generally most people use Google to search.

Vice President Crady intends to check several links when he gets back to his office because we know that 65% of students find the University of Montana through the web site.

Senator Banville asked when the holds would be removed.

Vice President Crady plans to implement this as soon as possible. He plans to give campus a 30 day notice to figure out another way to accomplish the goal for which the hold was established. It needs to be clear to students what they need to do. Many of the holds do not give students enough information. A student could have five holds and have to go to five different places to deal with them. So we are immediately telling students that they are not important. We want them to have a good experience when they come here.

* UFA President Paul Haber
The UFA is redefining its job and restructuring the Executive Committee. It will still have the responsibility of negotiating contracts and contract experience. It is interested in work place conditions, which is directly related to the collective bargaining agreement. However, there could be other issues of interest outside of the CBA. The UFA is also moving toward building and strengthening relationships, such as the relationship with the Faculty Senate. There is a lot of overlap in what the Faculty Senate does and the Union’s interest. In the past the relationship has not been used very much, particularly in instances where a common voice on an area of common interest could have more influence. He has met with Chair DeBoer to discuss improving the quality and frequency of communication particularly in areas where we have a common interest with Staff Senate, ASUM, Legislators, OCHE, the Regents, MEA, MFFT and the Governor’s Office. The UFA is interested in engaging much more in meetings with various groups in order to improve things, such as the financial situation and where UM fits into the funding formula for the Montana University System.

Voter turnout of faculty and students is very low. So the UFA has initiated a project in partnership with ASUM to improve voter turnout. There will be communication (strictly non-partisan) coming out to faculty about this. It is hoped that faculty will allow ASUM Senators some time in their classroom to teach students how to vote. Witten materials will be produced to facilitate the process.
* Chairs report

We received the [Unit Standards Annual Report](http://www.umt.edu/facultysenate/archives/annualreports/15-16%20Annual%20Reports/USC%202015-16%20report.pdf) from last academic year over the summer. The most valuable information in the report is a reminder that the new timeline for review is February to February.

Last October the Senate was presented with the draft Designated Fund Policy. The most recent draft was discussed at ECOS last week with Vice President Reid. ECOS requested that it include a procedure to appeal the 30% benchmark so that units that have fund balance over this amount can provide an argument for an exception.

The [Program for the Senate](http://www.umt.edu/facultysenate/documents/FSDocs%2016-17/Senate%20Program%209-8-16.docx) was created by the Executive Committee in consultation with the administration and Chairs of the standing committees. Senators were reminded that there are still several vacancies on curriculum committees and should contact Camie if interested in service. The Program is mostly about our curriculum work and our collaboration with the administration and the state. Important issues that came up last year are included in the program. Please email any questions to Chair DeBoer.

There is a reception tonight following the meeting.

On Thursday September 22nd from 3-5 p.m. there will be an open forum for all faculty, staff, and campus community members in GBB 123 to collect comments about expectations for the next Provost and Vice President for Academic Affairs. ECOS has a meeting at that time, but Senators do not, so will be able to attend.

The Executive Committee of the Faculty Senate will be meeting with the Parking Consultant hired by Administration and Finance on October 5th at 2:00 p.m. in the Faculty Senate Office. An additional 5-6 people could join the meeting. So if you are interested in attending the meeting contact the Faculty Senate Office.

Committee Reports

* ASCRC Chair John Eglin
One of the items on the Program of the Senate addresses the motion to suspend the rolling review of general education and writing courses. It states “Implement a one-year moratorium on General Education rolling review to allow all curriculum committees to conduct a thorough self-study of the process.” This is a one-year moratorium, which means those courses scheduled for review this year will be postponed until next year, and those scheduled for next year will be reviewed the following year. The purpose of the rolling review is to ensure courses still meet the criteria and learning outcomes of general education or writing. The Committees will be considering whether the review cycle should be transitioned to a seven- year review to be consistent with Program Review. Plus, we have already made substantial changes to two of the general education groups (X and Y). These were not only title changes as reported in the Kiamen, but rather a complete change in the description and learning outcomes of the group. This is part of a long range plan to revitalize the general education program as well as realignment with the MUS core. There are also pilot projects taking place to assess general education and the Committee is very busy with this as well. It will accept new general education courses and follow-up for last year’s rolling review of Ethics, Expressive Arts and Social Science. The motion was approved unanimously.

## New Business

* The retitle of National Native Children’s Trauma Center was approved. There scope of services as well as the funding sources has changed from exclusively the State of Montana to a national service organization and national funding source.
* Senator Dave Beck presented a resolution for the University to recognize Indigenous Peoples Day rather than Columbus Day. ASUM President Forstag mentioned the resolution as well. Last spring the student government passed a resolution urging the university to change its recognition of Columbus Day to Indigenous Peoples Day. This is something Indigenous people have been pushing for since 1977. Columbus represents the destructive colonial impacts on native communities. Staff Senate voted to support the ASUM resolution. The Faculty Senate’s resolution is slightly different but conveys the same hopes. ECOS suggested minor changes to the language, but there was no opposition to the resolution.

Currently the University does not have any activities associated with Columbus Day. It is not noted on the calendar. The transition to Indigenous Peoples Day observance is happening across the country. The resolution is just asking for recognition. If passed there will likely be some educational type programs organized by student groups to recognize the day. Columbus took land from Indigenous People and made some of them slaves. Columbus Day has been celebrated as the symbol of the discovery of America. But from the native perspective, that discovery was an invasion.

Senator Greymorning: Prior to 1492 and as early as 1400 there were people from Europe (seven different countries) fishing in the Bay of Fundy. So there was awareness of the continent before Columbus arrived. It was a political event that had huge ramifications.

President Engstrom met with a one of the student groups this morning that is organizing a day of activities to recognize Indigenous Peoples Day.

The resolution was approved unanimously.

* Senators from the Professional Schools caucused to nominate a member of ECOS given Professor Hines resignation from the University. The Caucus nominated Senator Paul Lukacs from Ecosystem and Conservation. The full Senate approved the nomination.

Good and Welfare

* Senator Frey has had several requests this year for people to talk about one thing or another during class time. She believes teaching students to vote during class time is inappropriate use of time. We should think about limiting these requests to preserve the integrity of classroom time.
* Senators were reminded of the reception starting at 4:45 p.m. in the atrium right outside the room.

The meeting was adjourned at 4:10p.m.