

# Faculty Senate Meeting Minutes, 10/11/18

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## Call to Order

Chair Semanoff called the meeting to order at 3:00 p.m.

Registrar Hickman called roll.

**Members Present:** L. Ametsbichler, J. Angle, J. Banville. Beck, , A. Belcourt, S. Brown, J. Bunch, J. Carter S. Certel, A. Chatterjee, S. Clouse, A. Delaney, A. Elliott, D. Erickson, L. Fern, K. Griggs, B. Harrison, M. Hebblewhite, N. Hinman, M. Horejsi J. Hunt, A. Johnstone R. LaPier, G. Larson, D. MacDonald T. Manuel, H. Martens, N. McCrady, J. Millspaugh, L. Minns, M. Musick, L. Nichols, H. Naughton, J. Pavilack, M. Pershouse, G. Peters, T. Ravas, A. Ratto-Parks, R. Severson, S. Shen, A. Sondag, S. Strohl, J. Thomsen, E. Uchimoto, N. Vonessen, A. Ware, J. Wolter

**Members Excused:** M. Boller, Z. Cooper, N. Greymorning, B. Holben, G. Quintero, , S. Schwarze M. Semanoff

**Members Absent:** J. Bell, O. Berryman, Y. Cho, G. Collins, N. Dawson, J. Freer, E. Gagliardi V. Hedquist, K. Kane, M. Kia, M. Monsos, S. Phillips, Y. Reimer, S. Ross

**Ex-Officio Present:** President S. Bodnar, Provost J. Harbor

**Guests:** L. Green

**Minutes:** The minutes from 9/20/18 were amended and approved.

## Public Comment

Not to exceed 10 minutes

- Student Eli Brown, ASUM Senator and member of ASCRC and the Writing Committee gave comments from his perspective as a concerned student in the humanities.

“The power of and”. President Bodnar spoke on this topic in the State of the University address earlier this semester; he described the importance of pursuing an interdisciplinary education in our increasingly global world, the importance of the humanities to the success of this university. These sentiments were echoed in the President’s first address to ASUM, where he reaffirmed his commitment, and later that evening in his commencement address to the future of UM. Provost Harbor has made similar statements on several occasions; noting first, in the State of the University address, that there is a long standing tradition of liberal arts here in Missoula. In the press conference, after releasing the presumptive instructional budget, Provost Harbor (Quote) “reaffirmed the university’s commitment to the humanities”, and in the memo dispatched several days later, he once again stated that student success informs every decision the administration makes.

I stand before you today in hopes that I might be heard not as a dissenter, but rather a passionate advocate for the University of Montana. I hope to shed some light on the principles of strategic investment, and to challenge the administration to reconsider the approach it has taken thus far.

That being said, I also must note that I understand the difficult financial circumstances this institution faces. I fully comprehend the notion that this unfortunate circumstance mandates a zero sum game, in which a losing side is guaranteed. It is also clear to me that the College of Humanities and Sciences provides the largest number of potential majors on campus and, therefore, will bear a significant portion of the burden in our time of crises. I also truly believe that the initial evaluation of funds, that initial budget based on the student to faculty ratio's from years past, was a surprisingly equitable way by which to reevaluate the contemporary spending model.

However, I simultaneously believe that the entire process by which the administration hopes to limit spending must be closely evaluated, criticized, and affirmed. The stakes are far too high to allow the administration to hand down rulings without clearly communicating the intentionality of their decisions. I would remind you that these cuts effect more than just the major, but I would be preaching to the choir. All the same, for the sake of remaining explicit, lets remind ourselves of the faculty this decision effects; the students, the community, and the country that will be shaped by decisions like these. Let us not forget the resounding impact such mandates have in the people and institutions we care for so dearly.

Now, if I can keep your attention for a short time, I had hoped to discuss the factors which, according to the administration, were considered in the provision of strategic investment; specifically in relation to the College I represent, the College of Humanities and Sciences. I also hope that, after our discussion, you will join me in requesting of the administration a better explanation of the motivations for their decisions, as I intend to prove that the reasons provided fall disappointingly flat under even the most mild scrutiny.

Let us begin with the communities of excellence. These "communities", derived from one of the many planning committees launched in the past several years, include titles such as "Artistic Expression and Communication", "Business and Entrepreneurship", and "Justice, Policy, and Public Service". Most of these titles correspond directly to one of UM's colleges, and, perhaps more importantly, the College of Humanities could be classified under several. This opinion is reflected on the Provost's website which, directly under the descriptions of these communities, notes exactly that. So, although it doesn't appear to be a very useful measure, if this were in fact a criteria which was considered when providing strategic investment, it seems as though the College of Humanities and Sciences should have received priority.

As such, let us consider the second factor, which was split between the total number of credit hours and the number of majors offered. Considering the College of Humanities and Sciences currently holds a strong plurality, if not a majority, of majors here at UM, it must be the former that contributed the twenty percent cut to their budget. However, there is an

extenuating factor that must be considered in regards to the credit hours provided; a factor that is specific to the College of Humanities and Sciences. The reform of the cross listing policy, a mandate handed down by OCHE and not the fault of the faculty, devastated the Humanities. Credit hours formerly cross listed that contributed to the total number offered no longer hold a humanities distinction, and the recency of the decision has not allowed the college to adequately adjust. This fact has been presented to the administration, and the response has been less than acceptable. To quote the Overview of changes made by the data office report from September of this year, "Comments were informational and led to no changes in the data calculations."

The next factor apparently under consideration was related to a critical need in the state or region. As all of us are aware, the humanities are on the decline across the state of Montana; the auxiliary campuses are specifically concerned with the trades, while MSU's focus on the professional schools is more than clear. As such, it would seem to follow that the comparative advantage suits the University of Montana; the humanities are severely underrepresented in our state. Yet, despite the seemingly obvious need, the humanities program was docked on this criteria as well, once again creating an internal tension between the rhetoric of the administration and the actions being taken by that same agent.

External support, an extremely subjective measure, was the next standard considered when deciding upon the focus of strategic investments. There seems to be only a single means of assessment for this criteria, especially in regards to the business interests of the University; namely, donations made by alumni. Now, logically, it would follow that the professional schools are much more likely to receive donations, since the economic success of majors in those fields tend to be much more annunciated. One would assume that their alumni would be far more likely to contribute, simply based on their ability to do so. It should also be noted that when economic support is feasible for a graduate of the humanities, they have reinvested. Take, for instance, the generous contributions made to the English department by poet laureate Richard Hugo.

External support could also be considered retroactively, in the form of feedback on the instructional staffing plans. Yet, though a feedback period was discussed, it was never implemented; the only mechanism of discourse provided was a survey, sent out to specific faculty and heavily limited due to the format.

The final criteria, importance to the UM Core, is perhaps most obviously at odds with the strategic investment plan presented by the administration. Almost 75% of all general education courses currently offered are taught by professors within the humanities. Aside from this glaring statistic, I would also like to address those departments that directly correlate to a general education category. Group 1, writing, for example, falls specifically on the english department; that same department will be receiving a 23% cut. The mathematics department is receiving a 22% cut, despite the fact that the second group is mathematics. The third group, modern and classical languages, correlates to the aptly named department, which will be

receiving a 33% cut. Finally, history, the sixth group, will see a 28% cut under the proposed budget. For comparison, there are two programs outside of the College of Humanities and Sciences that are receiving a cut over 20%; biomedical and pharmaceutical science as well as material sciences. All other cuts over 20% are in the humanities.

Although I realize the danger in straying towards assuming intentions, I think there is adequate evidence to support the claim that there may be an underlying motivation for the proposed areas of strategic investment. It seems as though this university is making a covert turn towards professional education. The levels of investment, the large donor base in these pools, and the revamping of the general education program all represent a seeming implicit interest in making this shift. But, if this is the case, I believe it is important to analyze the decisions made by the administration in regards to the instructional staffing budgets. I hope I have already proven that the criterion provided for strategic investment were nothing more than straw men, covering for an unstated motivation. The timing of the plans release limited any chance for in depth discussion, mediating criticism that the administration might have received. The press release was not announced to the faculty, and the new budget was released prematurely to a select few; only those who were needed for the press conference the following day. In fact, ASUM leadership had the budget before the faculty, who are at risk of losing their livelihood.

Finally, and perhaps most importantly, the documents released detailed the budget came with no explanation, no summary of the report, and the documents released since have only been provided under intense pressure from the faculty. All of these decisions may have many motivations, but the attempt to save face really cannot be ignored.

At our most recent ASUM meeting, three majors from the English department spoke in support of the humanities; the last speaker was a graduate student who moved across the country a couple of months ago to attend this university. His speech detailed a haunting story; he was walking with a professor through the English faculty hall in the Liberal Arts building. They came to the door of a faculty member who's contract has recently been terminated, and in place of the name tag a scrawled note read "Prof WAS here". The second word was underlined for emphasis.

Daily, this becomes the story of the University of Montana; action taken with no explanation and with no real mechanism for meaningful discussion. So today I implore the administration to be more transparent, and I urge you to join me in doing so. If this university is really committed to the humanities, the actions of the administration should reflect that commitment, not negate it. If this University is undergoing a change in its identity, we need to make that abundantly clear. We too can utilize the power of and; students AND faculty AND the community must come together to focus this institution once again on its purpose. We can hold the administration accountable to their words, but only if we act together. Let us embrace "the power of and"; it is now all we can do.

- Student Ross Best:

It is gratifying to see that the public comment period is attracting other speakers, especially when they have such important things to say. A lot of what he had to say comes down to public participation and open meetings. The draft Open Meeting Policy is on the agenda, includes concerns from Professor Banville in Journalism. Ross would like the Senate to suggest the policy be revised and be resubmitted to the Senate for review. The proposed policy in some ways is a step forward but incorporates too many bad things for the Senate to endorse. It deals with some public participation issues, but it doesn't address having a comprehensive coordinated public participation procedure that includes guarantees of opened meetings and proper notice of meetings. It addresses only committees or boards, it doesn't even require the Senates to have open meetings. It doesn't require the Cabinet or the Administrative Officers to have open meetings.

The administrative officers meetings used to be open. The agendas were published, but the administration has gone underground. Similarly the Cabinet used to be important meetings where a wide range of issues were discussed. Now the meetings are curated so they deal with a certain number of predetermined topics. But nowhere is there a recognition of the constitutional and statutory duty of the University to provide opportunity for public comment on important policies, contracts, licenses, orders. The decisions to change the structure of the university, to put faculty out of work, to make majors less attractive to students are not properly noticed for public comment and the process is not adequately open.

The University is systematically playing word games to keep things secret. The Administrative Officers huddle use to be the Deans' Council. If you don't call it a meeting maybe people will not try to get in to see what is happening. Professor Banville's comments should be taken into account. The Senate should take a stand about the importance of the policy. It is simply not good enough.

## Communications

- President Seth Bodnar

Thank you for the incredible work with our students and leadership in the difficult work ahead. We have impressive students, as demonstrated by Eli's thoughtful and courageous comments earlier. The Senate is helping to address the challenges it did not create, yet belong to all of us. The President reaffirms his personal commitment to address these challenges in a collaborative, thoughtful, data informed and as transparent way as possible. He endeavors greatly to navigate these challenges in that way. It will not be perfect, but we have made great effort. He appreciates the efforts of this body and ECOS to navigate the challenges. He takes very seriously the gravity of the adjustments ahead. We are working of a place of great seriousness in addressing these challenges.

We talked about staffing adjustments and the reality of a \$10 million structural deficit. Staffing

adjustments are just one part of what we as an institution must do. The others are recruiting and retention. We are dealing with the effects of past cutting in the areas responsible for recruiting and retention. It is of the utmost urgency that we restore these areas.

As we looked at the trajectory of our new student recruiting earlier this year we realized significant changes were needed so our communications and recruiting efforts were combined. Vice President Cole has been here for almost 3 months, but she is making incredible progress already. We have finalists on campus this week for a new Associate Vice President for Admissions and Financial Aid. She is making real progress in fixing some of the underlying systems. The reality was that some of systems were not working and we didn't have the number of recruiters we should have. We did not a concerted effort on telling our story. We are where we are because of our funding. There are not immediate funds that we can transfer to support VP Cole's efforts. We are doing this where we can. We are also working with the community to raise funds. A study conducted by the Bureau of Business and Economic Research indicates that each students contributes approximately \$10,000 to the Missoula Community every year. This is the case we are making for supporting the university. We have been successful in raising several hundreds of thousands of dollars already. We have a community that recognizes the importance of the University.

Another focus is on retention. We need to focus on student success in and out of the classroom. The simple fact is our retention rates have been headed in the wrong direction. This must be addressed. We have great candidates for the Vice Provost for Student Success position. We are evaluating our suite of student success technologies. We have somewhat of a patchwork of software. We have to bring these together to have a connected view of students' progress. We are looking more broadly at the student experience. It starts before the first day of class. Students that participate in the freshmen wilderness experience have a 15 point higher retention rate average. We are looking at other things we can do to improve the student experience, including intrusive advising, internships, and career placement services. We are putting together a well-articulated view of the UM experience. This also takes resources. Last week we launched Campaign Montana, the biggest fundraising campaign of the history of the University. We are putting very aggressive targets out there.

We have to solve our challenges by working together.

- Provost Harbor

The Provost echoed the Presidents thanks for what faculty do every day for students, research, scholarship, creative activity and for the contributions to communities far and wide. As the President has laid out we are working hard to collaboratively make significant changes in recruitment and retention. We are also thinking very differently about how to grow summer session and online programs. There is a real opportunity to increase the number of students who are served by the amazing programs at the University of Montana. Both to have a great impact on the students and the communities they come from, but also to bring the revenue to the university that we need to support the faculty and staff that we have. He was really impressed with the arguments that Eli

made in criticizing and critiquing the process. He demonstrated ability to analyze, interpret, and communicate pointed criticism to get responses.

Provost Harbor reminded senators that this approach came from the community. This is a university that has strong shared governance, which has been involved in planning cycles to develop proposals from our community about the process. An initial approach received lots and lots of feedback, so the UPC and others came up with a revised way of doing things. Although people may think there are hidden agendas from the administration, the decisions were based on the process agreed to by the community. He has been going to every college to give a presentation and respond to questions.

The challenge we are facing is a decline of approximately 4000 undergraduate students. This is a 30% reduction. As a part of our response to this we are reducing instructional staffing budgets, but not by the same level as the decline. We first calibrated the staffing level to maintain the equivalent FTE to student credit hour ratio and then reinvested money in programs using the strategic priorities that came from the community. The largest dollar strategic investment is to the College of Humanities and Sciences. The largest percentage of strategic investment was to the Arts, Humanities and Sciences, and to Business. There is a strong emphasis in investing in Arts, Humanities and Sciences despite some of the common narrative. There are many interpretations of sets of decisions. It is great to see the way decisions are being evaluated. The hidden agenda perceptions do not reflect the reality of the discussions he has had with faculty and the Senate leadership.

We have confidence that the retention and recruitment efforts will grow revenue to cover the gap (between the reduction in enrolment revenue and reduction in staffing levels), and get back to a sustainable situation and move forward. He has been really impressed with the efforts to improve the situation and interactions with students. The improved recruitment efforts are already showing results. We have a larger number of applications than we did this time a year ago. We had a 17% increase in summer session enrollment because of additional efforts. Our yield on applications last year were higher as well. He is seeing signs that things are turning around.

It is really critical at this point to continue to provide outstanding programs for students as we work through the really difficult process of instructional staffing planning. He is impressed with the creativity and the commitment that you have to maintain programs and retrenchment are kept to absolute minimum. After the unit meetings of the last few days, he is even more positive about how the University will weather the staffing reduction storm with almost all of its programs intact and a strong commitment to the growth and success of our students.

## Questions

UFA President Paul Haber: He has received a number of inquiries from faculty considering voluntarily leaving the university or reducing their FTE and their concern is the timing of things. Should they agree to the termination or leave before the staffing proposal is approved? He understands that the

administration is looking for credible proposals that include voluntary reductions, but faculty would like reassurance.

Provost Harbor: He is happy to give the reassurance. The plan cannot actually be approved until the faculty have committed to the reductions. What he is seeing is an iterative process involving faculty discussing possibilities with their chair or dean and its impact on the staffing plan. The deans are starting to summarize the plans. Where the plans include faculty departures or reductions and replacements in core areas, the programs are staying within their instructional budget target. He is delighted to see these plans. This is the purpose of planning, to have orderly transitions as we change our priorities in some cases. The plans he has seen so far have been credible. He may provide feedback in instances where there may be concerns.

Senator Helen Naughton, Economics: As faculty consider options, is there a possibility that their proposed reduction or leave will be turned down? Will there be a mechanism for describing the justification needed?

Provost Harbor: Some faculty are voluntarily agreeing to terminate their employment. He is approving those. The proposals to reduce FTE are more complicated. These need to be discussed and agreed to by the chair and the dean in terms of the workload. The form itself simply specifies the FTE. Ultimately the Deans and the CBA set the workload expectation. The conversation needs to take place with the dean and the chair and an agreement documented.

Senator Helen Naughton, Economics: If a faculty member is considering a reduction of below .5 FTE would they still be in the union?

UFA President Paul Haber: Union membership is available for faculty at .5 FTE or higher.

Provost Harbor: Some faculty are proposing a reduction lower than .5 FTE. At the moment that is a discussion at the department level. He does not have any reason to object to these agreements as long as the workload has been satisfactorily addressed. He does not know whether the Union has an opinion on this. An FTE below .5FTE does have an implication for benefits. He is not sure the agreements will be finalized by Monday, but a timeline is necessary to move forward.

Senator Andrew Ware: The recruitment budget needs to be increased by millions not hundreds of thousands.

President Bodnar: We shifted half a million to admissions already and will be shifting more. The fundraising has started with hundreds of thousands, but the intent is for more. VP Cole is in the process of planning. These are investments that pay for themselves once you get them going. Part of our budgeting process is raising external funds but also looking internally. For example our utilities budget last year came in lower than anticipated, so those funds were shifted. The Transition of printing and graphics to a private company reduced expenses by approximately \$200,000 per year.



He is hearing from many people that the service is better (there was a senator that did not agree). President Bodnar indicated they will review, so make sure to send your feedback. These are the funds that are being redirected.

Senator Jody Pavilack, History: At the beginning of this process we were told that no area of campus would not be scrutinized. This five million is coming out of faculty. Is the administration and athletics also subject to this kind of process?

President Bodnar: We have. A lot of these reductions have already happened. The staff and administration have been reduced. The administration is down approximately 20% over the past four years. We have looked at these numbers by category. Part of our challenges in recruitment and retention is from those reductions. We are looking for efficiencies every day. We were just looking at a technology contract that was deferred. We are looking at every area on campus.

Senator Dave Beck, Native American Studies: The numbers he has reviewed showed faculty down between 8-13%. He wonders whether the staffing budget took into consideration the APASP reports. There were departments identified for investments in APASP that are now facing a 25% reduction.

Provost Harbor: Yes, the data and narrative was considered. He and others involved in the recommendations, reviewed the information from AAIP, APASP and the UPC. There was a range of data that was sometimes contradictory. The efficiency of units was also considered and there were conversations with the deans. There is not a one-to-one correlation with individual reports because there were different things in different reports.

President Bodnar: We are still spending 14% more on staffing per student than we did a decade ago.

UFA President Paul Haber: Do faculty that voluntarily withdraw have three –years to exit the university? And are FTE reductions effective immediately?

Provost Harbor: These question have not come up before. The Provost would like to think about this and get back to Union. He is trying to remember what is on the form. He knows that on the voluntary separation there is a date specified, but he is not sure this is the same on the FTE reduction.

Senator Hilary Martin, Geoscience: Are there plans in place for additional resources to increase online and summer offerings?

Provost Harbor: Absolutely, faculty do much better when supported by professional staff that have training in developing online structures for course. We are in the process of hiring a dedicated summer session director. His experience at other universities is that this position amplifies what faculty can achieve in terms of planning and marketing those programs. We are also advertising for an additional leader for UM Online and are talking with outside program management companies

that can make a huge difference in how the programs are marketed and how the faculty are supported. Currently we have three instructional designers on campus. Additional designers will be hired as resources become available. This is currently a challenge because we don't have much money to invest, but the payoff will be significant. From what he has seen on other campuses is that this can have a positive impact on academic programs as well.

Senator Rachel Severson, Psychology: If recruiting and retention efforts are successful and our budget situation improves. Will the investment be in the current focus areas? Or perhaps in areas that are being cut?

President Bondar: We need to make sure we have an effective budget model so units understand the ways funds are allocated. The priorities will be the areas the campus has collectively identified. We are trying to get to a point so that it is clear that actions are linked to impacts.

Provost Harbor: Some of you may have been involved in discussions of a budget allocation model that is driven by some of the same metrics we have been considering (the metrics of achievement). One of his goals is to reinvestigate the model, collect feedback, and develop a version of the model that is predictable and reflects the priorities of the colleges and the units in the ways money is generated by the university. He has heard frequently about the need to understand how money is allocated for planning purposes.

- Vice President Cathy Cole

She thanked the Senate for the invitation, because the faculty are her partners in recruitment. Her job is to let the audience (prospective students and their families) know about what faculty are doing in the classroom. She is selling what you are doing in the classroom.

When she arrived it didn't take long to realize we had a broken operation in admissions and enrollment management. Things were not working right and we didn't have the data to inform what we needed to do. We didn't have the right technology in place. Prospective students really were not getting things in the mail. We are now collecting data, so we will know where we have been, where we need to go, and how we are going to get there. We will be able to use analytics to be able to recruit students better in the future. One of the first things she did was look at the data we did have to understand what kind of student we needed to recruit. In the past we were not looking at our best fit student. Now we are looking at this. In the next month she will have a report with the specifics of GPA and ACT scores and location

Ruffalo Noel Levitz (RNL), a consulting firm for higher education enrollment management, gave the University 30 high priority objectives to improve our recruitment in the next year. We were already doing and had accomplished 15 of them. One of them was to hire a Marketing Director. Hire an AVP, add more events to our fall and spring recruitment calendar, and create a call center. The Student Enrollment Communication Center which will make outbound calls, send text and message students on Facebook is about to be opened. The students will be highly trained, so it will be peer to peer

communication. It will not be administrators or admissions counselors talking to them.

She has marketing plans for each academic department that highlights what makes each unit special. Communication will be through the deans, chairs, faculty members, current students, alumni, and organizations that have hired your graduates. This will help prospective students understand how they fit with the academic programs. There are also marketing plans for undecided majors (exploratory) also. So they can see how they would fit with the university if they are still considering what to study. We are also working on a common app. It should be implemented in another month. We also fixed our CRM (the program that sends out email).

RNL also wanted us to fix our financial aid awards. We need to get the awards out before other colleges in the western region. Our awards will go out before Thanksgiving this year. So that when families sit down for Thanksgiving dinner, they will be able to make decisions on their investment in their child's academic career. Nobody else does this in Montana. This should be a game changer for us.

We are also developing test geographic markets. The east coast has been very receptive to the Montana experience. So we are seeing a lot of interest from this area. We looked at areas where the in-state tuition is more expensive than our out-of-state tuition. Our applications from out-of-state are up in those areas.

RNL recommended transitioning our marketing materials from an admissions focus to a marketing focus. So she has been designing marketing materials in the evenings. We have created enrollment dashboards, so she knows how we are doing. We have modified all our communication flows so they go out in a timely manner and are written by a professional writer. We have moved to a single orientation program. This is really good news for the campus community. Instead of three orientations in the summer and one in the fall, we are going to have one huge fall orientation. The first three-days will be the Big Sky experience. Students will be able to choose from a wilderness, entrepreneurship, service learning (in collaboration with the city), and a creative production (in collaboration with the Missoula Children's Theatre) experiences. The students will have an experience where they work as a group on a project. We know that students who spend 40 or more hours together and work on a project are much more likely to complete. Then the students will transition into an orientation program that is not talking heads. They will be engaged in learning so they set a firm academic foundation; so that when they arrive in the classroom they are ready to learn. They will be taught how to take exams, to take notes, to write at the collegiate level, to manage their time, and to be socially responsible.

The good news is she has been here exactly three months and we are up 123% in applications over the same time last year. We are up 333% in acceptances over the same time last year. We have 1158 applications in and have 1070 acceptances. This is really good for this time of year. We have a head start and will keep the momentum going.

Questions:

Senator Amy Elliot, Missoula College: Is the orientation going to be the same at Missoula College? Our issue is that most of our students are non-traditional and many are overwhelmed and confused, and there were issues this year with delays in financial aid.

Vice President Cole: We are working on a separate orientation for Missoula College. It will be more of a mentorship kind of orientation. And they will have their financial aid.

Senator Shawn Clouse, Information Systems and Technology: There are lots of faculty members here who have seniors in high school. His son signed up early to receive information from UM and MSU. It could be very informative to have a focus group with these potential students. His son already has a letter from President Cuzado, but nothing from UM. We are still getting beat by MSU. We need to turn this around. The potential students can give us good information.

Vice President Cole: Part of this is a resource issue. We cannot afford to send things in the mail because we do not have money for postage. We send everything via email. As soon as the Student Enrollment Center is set up, we will be sending texts, and various other forms of communication, so prospective students will look at it. A 7 postcard campaign to seniors will be starting next week through to Christmas. She would love to set up a focus group.

Senator Dave Beck, Native American Studies: Does the recruitment plan include recruiting for diversity? When he first came to UM, it was the school for Native American students. At one point we had 800 students and MSU had 2 or 300. Now MSU has more native students. Families that have had three generations of UM students are now sending their students to MSU.

Vice President Cole: This is an area that has been overlooked for the past several years. We have not gone a good job in recruiting any type of diversity. Right now our Admissions Director is on a recruiting trip to all the Tribal Colleges to start to repair some of the relationships. We have several events planned to bring potential Native American Students to campus. We are working to show them that they we care and want them on campus. We dropped the ball and have some repair work to do. We need to go to the high schools and meet with the guidance counselors and teachers to show that we will care for their students. This will be a rebuilding process for a number of years.

Senator Annie Belcourt, Pharmacy Practice: She has received feedback from the tribal colleges, that some of the information they have received has been inaccurate and canned. There are a lot of lost opportunities. There was just the big announcement about a new building planned at MSU. We have a beautiful building here and yet we do not communicate this to the tribal communities. There seems to be ways that we could work smarter.

Senator Jule Banville, Journalism: Have you set up test accounts and the results. She has been hearing anecdotal comments that prospective students have not been receiving communications. Last year the Kaimin set up an account and the response from the administration was to quibble.

Vice President Cole: Actually, this was how she found out the CRM was broken. When she was a candidate for the position, she put her dog's name in and received nothing. Then twice since she arrived she put her name in and received nothing. She looked at the system records and it indicates that emails were sent, but she did not receive them. She had a fairly enthusiastic phone call with the owner of the company. It is now working, but we are catching up. So it is going slowly. Her dog (now deceased) is now receiving mail. This is a common practice among recruiters. She is on MSU's list, and they are on ours. You need to know when communications are going out.

Senator Jen Thompson, Society and Conservation: She has heard from several parents that have gone on tours with their kids and have been very disappointed. Not only in the information provided, but that the tours were lack luster.

Vice President Cole: tours are moving to Brantley Hall, the new Welcome Center on Campus. The tours have been rewritten, so it is a professional tour and has some sales in it, as opposed to being whatever the student wants to say. The students are very enthusiastic about their institution, but they are not all marketers and don't know how to punch it up, and sell a point that we want to talk about as they walk through campus.

Senator Mark Hebblewhite, Wildlife Biology: What budget do you need to do your job? How much are you down.

Vice President Cole: She didn't have the budget she needed at her last institution. You are creative when you are in Admissions and Enrollment Management. You learn how to communicate with people in very different ways. Thank goodness students use their screens and they can be contacted on social media. She is functioning with her current budget and the administration is raising funds for her. She is also fund raising. She is getting money as she needs it. She doesn't have postage now, but she will get it.

Senator Andrew Ware, Physics and Astronomy: We had students who had to drop because they didn't get their financial aid. It seemed like more this year than in the past.

Vice President Cole: The issue with financial aid is being fixed.

- Linda Green, Wellness Director, Curry Health Center – [Faculty Toolkit](#)

Last year she spoke about the Student Wellness Advocate Program. Students nominate faculty and staff that have helped them to succeed. There are over 100 nominees. The nominations are taken

during stress less week just before finals. There is a list on the website, and many are sitting in the room. She read a couple nominations of senators.

- He is really understanding and supportive of students who learn differently.
- She takes the time to check in with students and makes it clear that she really cares.
- She promotes a way of listening and caring for others without making assumptions, leading to wellbeing, human connection, and respect

Our faculty and staff are amazing and they work so hard. For many of the people nominated, we know that this comes naturally to them. But it doesn't come naturally to everyone, so the Campus Wellness Coalition (a network of people at UM who are passionate about student wellbeing and success) developed the Faculty Toolkit. This is a resource that provides tips to support creating a positive classroom culture. Topics in the Toolkit came from focus groups with students. Social Connection is really important. Each page has a list of resources. The Toolkit also has information about self-care for faculty and staff. Please help get the word out about the resource.

- UFA President Paul Haber ceded his time. The new contracts are coming out without merits and promotions. He assumes they will show in your November 1<sup>st</sup> paychecks.
- Chair-elect's Report

The Provost's Office provided the follow-up report on [Non-tenurable Faculty by Department](#) requested from the last meeting.

Chair Semanoff sent a message last week with the [Feedback Form](#) for faculty to comment on the reorganizations and [Presumptive instructional budget targets](#) and [responses to the corrections requested by academic units](#). The [Summary of Curriculum Reorganizations and Change Forms](#) and the [Curriculum Committees -Subcommittee Presentation Schedule](#) are available for faculty. The schedule identifies the number of curriculum forms each subcommittee is responsible for reviewing. ASCRC meets on Tuesdays from 2:00 p.m. to 4:00 p.m. and Graduate Council meets from 12:00 – 1:00 p.m. on Wednesdays.

Professor GG Weix: Some of the moves have already occurred. She wonders whether it is useful for Graduate Council to review when the administration has already allowed the move. The process has been questionable and not been transparent.

Chair-Elect Pershouse: The moves have not yet been approved by the Board of Regents, so faculty governance still has the responsibility to review and recommend. He shares the concerns.

The [Intercollegiate Athletics Report](#) was available as information. Guests will attend November meeting to answer questions. Our athletes academic performance is higher than non-athletes.

ECOS had 5 policies to review. The u-approve system allows for one opportunity to comment. The proposed [Open Meeting Law Policy](#) is somewhat problematic according to student Ross Best. ECOS met with Professor Lee Banville, Journalism. His [concerns](#) were posted to the agenda. The [References](#) document has links to the actual law for your information. If you have any additional comments please send them to the Faculty Senate Office. Chair Semanoff will submit a summary of concerns in the U-approve system. The policy was also discussed in the Pre-Cabinet meeting yesterday. It is not something that should be debated at the Faculty Senate. A campus forum may be a better venue.

Professor Johnstone, Law and member of ECOS: The University is required to have a policy, so we need one. MSU and OCHE have policies. There are two levels. One is procedural. We need more guidance in terms of when an agenda should be posted. The other side, and the broader transparency issue concerns who this applies to and when. The approach the policy currently takes is to identify all official committees and then give a multi factor test based on the law, which isn't really helpful in determining whether a meeting triggers the open meeting law requirement. He agrees with Professor Banville that we should have a functional test that would ensure that any meeting where decisions are being made or advice being given are open either for the right to participate or the right to know. So we are better off having a policy than without a policy. Right now there are a lot of meetings that are falling through the cracks.

- Committees function much better with appropriate representation. Please consider the [Committee Vacancies](#) and consider serving. Understandably this is a difficult time to think about doing more.

## Committee Reports

- ASCRC Chair Marc Hendrix Reported on the work of the committee over the last month. We created the subcommittees to review the curriculum proposals. The schedule for the proposal discussions is available on the agenda. The hope is that any issues will be worked out by the subcommittee, so you may be receiving questions. The process is open and discussion is encouraged so you are welcome to attend meetings. Additional subcommittees have been formed to make recommendations to the administration on the issues of undergraduate advising, withdrawal options, and advanced options. We need better mechanisms for communication and outreach on these issues.
- After some debate the [Proposal to revise Natural Science General Education Group](#) failed by a show of hands. Computer science is important for students not only in the natural sciences and a separate competency should be explored.
- The [Curriculum consent agenda](#) from Graduate Council was approved. It was a course in the e-curr system that was missing from the reports.

## Good and Welfare

- Senator Dave Beck: Senator LaPier's recent books received awards for Native American History.

## Adjournment

The meeting was adjourned at 5:01 p.m.