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Faculty Senate Meeting Minutes – April 2019

Faculty Senators

University of South Alabama

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UNIVERSITY OF SOUTH ALABAMA

Faculty Senate

Plenary Session

April 17, 2019 – Faculty Club – 3:00 pm

DRAFT MINUTES

Call to Order: 3:01

Present: Cooper, Henry, O'Connor, Thompson, Adams, Beebe, Bryan, Cesarini, Feldvoss, Gossett, Halbrooks, Hossain, Lewis, Lindeman, McCready, Raczkowski, Reichert, Rinehart, Koon-Magnin, Young, Zlomke, McKinney, Sittig, Sweeney, Gecewicz, Koestner, Broach, Donaldson, Keshock, Woltring, Cleary, Cloutier, Spencer, Lemley, Shepard, Ding, Kilgo, Lin, Rayner, Sayner, Weber, Huang, Madden, Turnipseed Swanzy, VandeWaa, Pai, Piazza

Excused: Pelekanos, Powell, Gibbs, Mark, Robertson, Fregeau, Harmon, Hartin, Ponnambalam, Chow, Fregeau, Bertolla, Myers, Riley, Scott, Younce, Prakash

Quorum: Met

Approval of Minutes: MMSA

Approval of Agenda: MMSA

Special Guest: Christopher Lynch, Associate VP, USA Enrollment Services

Lynch has been at USA for eleven years: before coming here, he was at three other schools, including UCF. He began his presentation by stating that USA's competition in attracting students are as follows (in order): 1. UA 2. Auburn 3. UAB 4. Coastal Alabama Community College 5. USM. Students are coming from Alabama and the service areas in MS and FL where students get in-state tuition. USA has increased standards for freshman admissions four times, thus making it harder to bring students in. The current challenge is that USA is in the midst of a historic enrollment contraction. From the *Chronicle of Higher Education*: in the next 10 years there will be 8.6% fewer high school graduates. We're fishing in pond with fewer fish. Our population is shrinking. The same thing is happening in MS and FL.

Transfer students have been affected as well: their numbers are down 62.5% in small 4-year public schools. In addition, USA only get a small return from Pathway USA, a collaborative program between USA and select local 2-year colleges (BSCC, CACC, MGCCC, PSC) in which students attend one of these community colleges, get an Associate's degree and then transfer to USA; however, 16% of those students will never graduate.

In the past USA had five recruiters: today USA has seven local, three regional (Huntsville, Birmingham, Montgomery), and four out-of-state (Louisiana, Atlanta, Chicago/Midwest and Texas (vacant)) recruiters. We're doing the best in Chicago, but we're finding it to be a struggle in Houston. Name recognition is our biggest challenge. (One senator made the suggestion that USA target students from states where in-state tuition is higher than USA's out-of-state tuition.)

Lynch said USA purchases student names: every school does. USA has developed a communication center that uses outbound calls, emails, social networking, videos, blogs, and text messaging. USA uses Ellucian CRM Recruit, a customer relationship management tool: it is a database that houses all information on a student. It uses predictive modeling/analytics to more precisely target students, using various metrics (demography, geography, test scores, GPA). Also, USA uses digital advertising for student recruitment, in particular targeting Generation Z students (14-19 years of age). Specific outreach activities include Scholar Showcase, Scholars Night Dinner, Campus Tours, USA Days, open houses, and Preview South Events, in which the President/Provost, Deans, and other USA personnel make recruitment visits throughout the state.

McCready: do you have a target? How do you know these activities are working? Lynch responded that he will share figures. He said USA has done more with attracting transfer students: USA has two transfer recruiters working on community colleges in AL, MS, and FL. Currently, Pathway USA Program is in discussion with Jefferson State Community College and Northwest Florida State College in Niceville. USA is trying to diversify outreach and recruitment efforts. USA is seeking students of high academic ability and also home-schooled students. Our international students had mainly been from Kuwait, Saudi Arabia, and India. (Global USA is responsible for recruiting international students, not Enrollment Services. Global USA is currently focusing on Latin America: Brazil, Chile, plus Europe and Africa.) Enrollment services targets adult students and "stop out" students: i.e., students who start at USA but then leave. Enrollment Services also targets retaining current students. A new policy grants Alabama residency to out-of-state first-time freshmen and transfer students with special talents and abilities. Out-of-state students who are scholarship eligible will receive the same scholarship as in-state students and will receive Alabama residency for tuition purposes.

McCready: what is our goal next year? Lynch: a 2% increase, but if we hit what we hit last year we'll be happy. Our total enrollment now is 15,800, thereabouts. Lynch discussed the "enrollment funnel" recruitment process: suspects, prospects, application, admitted, enrolled, graduated, alumni. Using CRM, it is an expensive project.

McCready: what is your total budget for recruiting? Lynch: a little over \$2 million. McCready: if you had an unlimited budget, what would you do? Lynch: increase our yielding effects. Currently, if we have 100 students applying, only 46% attend.

In answer to a question, Lynch responded that totally electronic recruitment is not effective, so USA sends postcards. Students don't read emails, but they do use Snapchat and Twitter.

In 2018 USA had the strongest freshman class ever: the number of new first time freshmen was 1910. The domestic class never dropped off: their numbers continued to increase. USA does not have an enrollment deposit: past experience shows an enrollment deposit will result in a 2% drop-

off in enrollment. We have something similar to predict future student enrollment: the housing deposit. But, there are an increasing number of communities off-campus where students are living, so we really don't know about future enrollment. At present, housing applications are down. This is worrisome. From 2016- there was big drop off from international students.

President's Report: (VandeWaa, with the exception of the Salary Survey)

- Welcome New Senators
- Searches:
 - Dean of Engineering

The search committee interviewed 11 candidates with an alternate over 2 days of interviews last week in Atlanta. Candidates will be brought to campus before classes end or May-ish.
 - Governmental Relations Director

The search committee will meet in Atlanta 4/29. Of our 6 candidates, we hope to bring 3 to campus in May.
- Board of Trustees Summary

Just to close the loop on this, Matthew Reichert, Susan McCready and I met with Ken Simon (Chair of the BoT) and Jimmy Shumock (Chair of the Audit Committee) for a brief time on March 14. We were able to present the presentation to them and send it to them to pass along to the other Board members. They advised us that due to the Alabama Open Meetings Act, Boards are not able to meet in a quorum with Faculty members where anything is discussed that could later come to a vote, unless there is public notice of the meeting and the meeting is open to the public. We stated we were open to abiding by these conditions, however, I am not sure the Board feels comfortable meeting as a quorum with the Senate. A few Board members—at lunch that next day, seemed a bit surprised by this and said they looked forward to our presentation and to meeting with Senate at our earliest convenience. So I feel there is a communication breakdown somewhere there. However, I hope in the future we can maintain contact with Board members—either individually or in groups. I want to thank Tricia and others who worked hard to get materials together to present to the board. I hope that in the next year and going forward, the Senate is incentivized to look at salaries, workload, value, faculty role and even transparency around these issues as they relate to the dynamic between faculty, administration and the Board.
- Salary Survey (Cleary)

Clery discussed a salary survey he prepared using AAUP data for Alabama universities. USA salaries are below most Alabama schools. Even adjusting for cost of living, USA salaries are still below peer institutions in Alabama. He discussed AAUP Pay Equity: i.e., average salary for female faculty vs. male faculty. Compared to the averages of our peer institutions, USA is doing good.

○ Building/Budget Update

- Football: The Board of Trustees feels that the stadium will be the “face of the University” and will help with both recruiting and with alumni donations. Their contention is that the President feels this way, too.

A large donation for naming of the football field was given by Abe Mitchell, however this is a “challenge donation” –Mr. Mitchell will match donations of \$500-\$250,000 until we reach \$5M.

One of the BoT members, Alexis Atkins and her brother, Jim Fuchs, donated \$1 M for a beer rail at the stadium in the South Terrace. Budweiser will have exclusive rights to be a beer distributor in this terrace.

The stadium building is on time for a Fall 2020 completion.

- The Alumni Center should be completed by November 2019. The first reunion is scheduled for 9/26/20 at the UAB game. Margaret Sullivan, who is in charge of the Upward and Onward Campaign for USA, would like to showcase USA during that weekend. Particularly, she would like ideas showcasing academics, the arts, etc. Email her if you have ideas to showcase USA or your department. She would also like to form a committee to help with this event. Her email is msullivan@southalabama.edu.
- Simulation Bldg: to be completed for January. It’s a 3-story building, but only 2 floors will be completed at present: the 3rd floor will be a shell and will be completed when the university gets the money. The move-in will happen in the fall.

○ Other BoT Outcomes:

- Naming: The level of minimum gift levels and endowments for naming has been increased to building/departments. No more classroom-level naming. Speaking of which, the Department of Mechanical Engineering was named for William B. Burnside, Jr.
- Medicine: New residency program in Emergency Medicine.
- Undergraduate tuition waiver: New tuition waiver for out-of-state students with high academic scores (exceptional talents and abilities) (GPA 3.0; ACT 23);

this does not apply to international students. These students would be granted in-state tuition to which they could apply their scholarship award. Other schools in AL do this: North Alabama, Montevallo, U of AL Huntsville, Jacksonville State and West Alabama. The financial risk has been determined to be small—last year this would have affected 80 students. We would have to recruit 90 in-state students to offset this financially.

- Ethics Compliance Hotline

When this goes outside of the U.... who gets to decide what level a complaint goes to? And then who does it come back to? Is the complaint anonymous? When does a faculty/other member find out about a complaint lodged against them and what is the path for recourse? Goes to the person it needs to go to depending on the call. Does this replace the Whistleblower hotline? Yes. It gives better documentation with a software system. Will this impact other forms of conflict resolution? So the call would go to the person's department head for conflict resolution. It is an online system. A menu-driven system. Student complaints will be routed through a different way. Could be for HR issues or other. For ethical or compliance issues. Not meant to circumvent the normal process. Required by the Federal Govt (as per Lynne).

- Summer Salaries Update—Matt Campbell put together a new table with the figures based on enrollment—to see if your course enrollment is high enough to receive a summer salary. We will put the new numbers on the Faculty Senate website.

- Policy Update

- The Five-year Comprehensive Chair review was PASSED by the Council of Academic Deans at their last meeting.

- The Outside Reviewer Policy for Promotion and Tenure was also PASSED.

- The University Instructor Policy was tabled for further discussion.

- The Full Time Non-Tenure Track Faculty qualifications has been tabled requiring further discussion by the CAD.

- AAUP—American Association of University Professors

One thing I did not accomplish in my 17-18 presidency was the founding of an AAUP chapter on our campus. The AAUP works to uphold academic freedom, shared governance and to promote interests of higher education and research. In Alabama, UAB and Auburn have chapters. I think the founding of a chapter here would show that as faculty, we stand for these things as well, and further, we are organized to the extent that we can be, we support each other and the higher ideals that AAUP supports. The Executive Committee already discussed

this, and if there is sufficient interest, we will proceed with pursuing the founding of a chapter on our campus.

In addition, it may be a good time to spell out a succinct list of our rights as faculty. Perhaps the addition of a Faculty Bill of Rights is timely. I have drafted one based largely off a few from other institutions. This is not a voting issue at this time, but something for future leadership of the Senate to consider.

It is a good time for us to define what tenure means at our institution. In the next year, I hope our officers engage our Administration in a discussion that leads to some answers about that and that give us some clarity on that issue.

I thank you for the past few months of support and for the opportunity to serve.

- Elections
 - Vandewaa presided over the election for new Faculty Senate officers for 2019-2020. The proposed officer's slate passed: Susan McCready (President), John Cleary (Vice-President), Trey Lemley (Secretary). In elections for Committee chairs, candidates for contested spots were given an opportunity to speak. In the subsequent election (by secret ballot), the following senators were elected: Academic Development & Mentoring (Tracy O'Connor), Evaluation (Nick Gossett), Environmental Quality (David Turnipseed), Research and Creative Activities (Sarah Sayner), Faculty Salary & Benefits (Jamie Adams), Technology Utilization (Delwar Hossain), University Planning & Development (Elizabeth Vandewaa), University Policies & Handbook (Beth Shepard).

Adjournment: MMSA

End Time: 4:21