**UMKC Faculty Senate**

**Tuesday, March 5th, 2019**

**Administrative Center, Plaza Room 3:00–5:00 PM**

**Draft Minutes**

**Present:** Linda Mitchell, Viviana Grieco, Jacob Marszalek, Anthony Shiu, Greg Vonnahme, Sookhee Oh, Erik Olsen, JoDee Davis, DeeAnna Hiett, Erin Blocher, Marilyn Taylor, Tara Allen, Samuel Bouyain, Ceki Halmen, Jack Nelson, Eric Gottman, Michelle Maher, Nancy Murdock, Jamila Jefferson, Jenifer Allsworth, Eduardo Abreu, Jamie Hunt, Mark Patterson, Hari Bhat, Mardi Mahaffy, Jen Salvo-Eaton, Sybil Wyatt, Justice Horn, Da-Ming Zhu

**Also Present:** Provost Bichelmeyer, Mark Johnson, Susan Hankins, Caleb Wilson, Chris Popoola, Doug Swink, Sungyop Kim, Alex Holsinger, Alice Arrendondo

**Absent:** Ellen Suni, Jim Wooten

**Excused:** Stephen Dilks, Deb Chatterjee

**I. Opening Business [Mitchell] (5 minutes)**

**A. Call to Order**

Meeting called to order by Chairperson Mitchell at 3pm. Chairperson Mitchell introduces Erin Blocher, the new Bloch School senator.

**B. Approval of Draft Agenda**

The agenda for today’s meeting is approved

**C. Approval of Minutes**

The minutes from the last meeting are approved with 2 abstentions.

**II. IFC Report [Marszalek] (20 minutes)**

The presentation is currently on the Faculty Senate website. With regards to Title IX, the federal comment period closed in January. The revisions will be announced. State legislation still moving forward. The Council on Public Higher Education (COPHE) is lobbying against it. The proposal has the option to appeal rulings to a body outside the University of Missouri’s Title IX system. It would be composed of administrative law judges that typically do not hear cases of this nature. This panel could be charged with hearing past cases, so this can potentially overturn cases that have already been resolved.

The IFC is working wit President Choi to address the problem of not giving enough notice of renewal for NTT contracts. The proposal endorsed by the President is that hires with a tenure of 1 year will be given three-month notice; 2-5 years will have six-month notice, and 5+ years will have a one-year notice. President Choi has published an executive order which effectively becomes part of the CRRs without Board of Curators approval.

Legislative updates include: Although there is no reduction in the governor’s proposed budget for FY20, this may be unrealistic. The financials hinge on income tax revenue. Vice-President Rapp does not think there will be a withhold. President Choi stated there would still be a 2% merit pool increase for FY2020.

Also, eLearning has ruled out buying a Kaplan-style business as a solution, as well as conducting business as usual. System will be using outside consultants to build its own eLearning portfolio.

IFC engaged in an extensive discussion with President Choi about the rationales for the new guidelines on department chair hiring and recruiting. The decision about the process to hire and recruit department chairs will happen by April 1st, but may be made earlier. President Choi did change the language in the proposal from “must” hire an external candidate to “may” hire an external candidate. Senators also ask if President Choi stated anything about search committees for these external candidates.

There are changes coming in how personnel benefits are allocated to departments. This will have no effect on individual paychecks. Health and dental insurance will be charged by person and all else will be charged as a percentage of pay.

Senator Salvo-Eaton shares that the University of California (UC) System ended its contract with the major publisher Elsevier. UC System touts itself as 10% of all academic output in the United States. Ending its partnership with Elsevier is strategic. President Choi sent an email stating that he will be meeting with UM System Library Deans and Chairs to get their thoughts on high level strategies for paid journal subscriptions and open access publishing at the UM System level. He plans to meet with chancellors and provosts to discuss the same topic. There may be a need for a taskforce to discuss this issue more on the UM System level to protect the ownership of research and scholarship.

**III. Admissions and Enrollment Management Update [Doug Swink and Alice Arredondo/Amy Cole] (60 minutes)**

The presentation is currently on the Faculty Senate website. The AACRAO feedback from student, faculty, and staff suggested that UMKC align its institutional strategic plan with broad enrollment targets and desired mix of students. The following states observations and recommendations for the following feedback:

1. **Achieve an institutional culture of partnership and collaboration, including leadership, participation and buy-in, and elimination of silos.**

OBSERVATION: There appears to be difficulty working between and among departments, colleges, and schools at UMKC, perhaps resulting in lack of trust in business services, processes, and future direction of the enrollment management enterprise.

RECOMMENDATION: Rebuilding trust of enrollment management and the Office of Admissions is necessary. Collaboration and cooperation across campus must improve.

RECOMMENDATION: Engage in change management activities.

1. **Developing an enrollment infrastructure sufficient to achieve enrollment targets.**

OBSERVATION: The planned reorganization of the Office of Admissions should further enhance enrollment management effectiveness.

RECOMMENDATION: Continue to reorganize the admissions function of the institution, collaborating with campus partners and communicating in a transparent way about next steps. Shared services should be a model investigated to eliminate silos.

RECOMMENDATION: Within Strategic Enrollment Management (SEM) Organizational Framework, develop Recruitment Council. This Council should focus on 3-4 strategic goals for new student recruitment, review, and approve sub-committee action plans for recommendation to the SEM Steering Committee.

1. **Enhancing the admissions funnel system that effectively and seamlessly moves a student from prospective status to confirmed enrollment.**

OBSERVATION: UMKC has not conducted a meaningful market analysis, which is reflected in how it conducts its marketing and student recruitment efforts. These efforts have not been strategic or systematic.

OBSERVATION: Given the range of technologies available at UMKC, there appears to be a need to explore how to better integrate its technology solutions to advance institutional and student enrollment success.

RECOMMENDATION: Technology matters in moving students through the funnel, and admissions technology must be improved to move students from applicant to admit.

RECOMMENDATION: Increase the number of touchpoints for students in the recruitment/admissions funnel.

RECOMMENDATION: Make the admissions website easier to navigate.

4. **For UMKC to increase enrollment, it will need to increase the number of non-white students it enrolls.**

RECOMMENDATION: Change business practices to increase multilingual representation in staff and publications, increase use of students of color in communications, publications, etc.

Regarding the UMKC Strategic Plan and Recruitment, goal 1.2 is to: Increase enrollment in targeted areas to assist in meeting anticipated regional workforce needs, while maintaining our commitment to student diversity and academic quality. By FY19, we want to grow the freshman class by 100 students; FY20, by another 100 students, and in the next five years, we want a freshman class of 1800 students. We currently have 1110 freshmen. In ten years, the goal is to enroll over 24,000 students. Goals include:

* Expand recruitment in Kansas.
* Expand recruitment in the Heartland states (15 states around MO).
* Expand recruitment of underrepresented minority students.
* Increase the number of high school visits and college fairs attended.
* Increase the number of visit days offered by the Welcome Center.
* Increase group visit opportunities and “in-school” opportunities for our K-12 partners in KCMO, KCK, Shawnee Mission, private schools, and other partners.
* Streamline campus-wide activities with a focus on recruitment to UMKC.

Institutional comparisons indicate that UMKC is understaffed in recruitment and admission counselors. The second strategy is to grow the undergraduate student body by increasing the funnel (number of applications) of first-time freshman and transfer students.

The third strategy is to increase the yield of students admitted to UMKC. Opportunities include:

* Academic unit and departmental engagement with admitted students.
* Improved summer melt campaign.
* Admissions counselor territory management to increase personalized and individualized attention for students.
* Engage faculty in student recruitment.
* Orientation as a recruitment/yield event.
  + Online orientation as an option.
* Marketing for admitted students (e.g yard signs, t-shirts, etc.). Yard signs will be placed in the yards of admitted students starting May 2019.
* Slate development in order to provide much faster admission decisions, as well as increase the efficiency of the process overall by utilizing Slate components not currently used.
* Increased housing opportunities for students.

The fourth strategy is to target enrollment growth in areas of market opportunity that meet regional, national and global workforce needs. Opportunities include:

* Market analysis for new territories for recruiting (e.g. Heartland states).
* Analysis of new communication mediums for recruiting high school and transfer students.
* Recruitment plan for those programs that have room to grow.
* Engage faculty in recruitment initiatives.
* Establish partnerships with community partners to increase enrollment of local/regional students and elevate UMKC name recognition.

In December and February, the UM System campuses reviewed vendors to help support and increase enrollment across all four campuses. UMKC, UMSL and MU selected Ruffalo Noel Levitz (RNL) for this strategic partnership.

RNL conducted numerous site visits and meetings with different campus stakeholders. They have identified both key strengths and areas of improvement for our strategic enrollment plan. The SEM team is in the process of implementing those recommendations, along with collaboration from other administrative units (for example, the widely identified need to increase and enhance student housing in and around campus).

In the next few months, Strategic Enrollment Management will work with Academic Units to ensure faculty and staff are a part of the SEM Planning Process, develop Strategic Enrollment Management Goals (SEM) in partnership with AACRAO, and continue to build out UMKC’s SEM Framework with the SEM Council, Recruitment Council and Student Success Model.

Senators ask how SEM plans to recruit dual enrollment high school students. The Admission office did not have access to the dual enrollment students in the past and they were not in the pipeline for recruitment. Currently, these students are in the SLATE database. Soon, the high school teachers of these students will be trained on the new SLATE database process. Senators also ask for further information on plans for graduate and international student recruitment. In the future there will be SLATE communication for graduate programming. Moreover, many of the websites need to be updated to more accurately depict departments and academic units. The provost shares that a lot of the strategic enrollment plans were implemented this past summer. For example, the access group came together to discuss the user experiences of our recruiters, staff from various units, students, and prospective students. The lessons we are learning from admissions and recruitment for the undergraduate level can be used to make the graduate level processes more efficient. Joy Stevenson was hired to work with international programming and help UMKC become more completive in that area. The provost adds that in preparation for the HLC accreditation visit in December, UMKC is rebuilding its website. Senators are encouraged to share any website observations and improvements with the chancellor and provost. The MCOMM department is understaffed so the more specific information that staff can receive will be helpful. Senators are encouraged to contact Kristen Abel. The provost has met with UMKC Foundation to help increase resources for recruitment.

**IV. Provost Update [Provost Bichelmeyer] (10 minutes)**

The provost shares information about organizations and the strategic plan. Academic reorganization is happening with Biology and Chemistry, as well as Theatre and the Conservatory. Implementation committees worked through the fall semester. The provost has met with the deans and implementation committee leaders to review the reports and any other concerns. This week, the provost met with the deans of the affected units to discuss any concerns. Decisions were made about effective and official date. The effective date is the date the chancellor states the plan will go into action and the official date refers to the beginning of a new fiscal year which is July 1st. The next step will be the provost writing a letter to the chancellor about the implementation planning. The chancellor will then make an announcement to the university about moving forward with the mergers. The process should happen before the next Faculty Senate meeting.

**V. Budget Committee Updates [Mark Johnson/Viviana Grieco] (5 minutes)**

The FSBC meets the first Tuesday of each month. During the meeting this morning, Brent Never discussed TRAC and the new option of employee benefits that will only effect individuals hired after October 1, 2019. There is an 8% match with the institution. Also, there were budget presentations about the second quarter financials. UMKC is on track with budget. We ended fiscal year 2018 with a balanced budget. Currently, we do not the impact of the voluntary separation program and state withholding will have on this year’s financials. Mark Johnson thanks Sharon Lindenbaum and Karen Wilkerson on their work in representing the data in a very manageable way. We have a decrease in student enrollment that has affected revenue. Also, we have awarded fewer scholarships this year as a result of fewer students. Senators thank Johnson for his hard work.

**VI. Last Ten Minutes/Formulating Questions for Chancellor and Provost 3/19 Meeting (5 minutes)**

**Potential Topics:**

* **The new travel authorization policy**
* **Student Success Model (as presented this past week) and faculty presentation**
* **The VSP and hiring of faculty considering some very drastic reductions for some units and departments as a result of the VSP**

The Faculty Senate Executive Committee has a meeting with the chancellor and provost. Regarding VSP, individuals can lobby to be rehired at 0.7FTE, but it is not clear what this may mean. Benefits are not part of the rehiring situation, because one must be employed at minimum at .75% FTE to be benefits-eligible. Senators question who/what is paying for the VSP. The document states that all salaries will go to the Provost’s Office so the provost can decide how they will be reallocated. The chancellor has promised that any resources available after the voluntary separations will be used for faculty. At the last meeting of the University Budget Committee, the VSP was discussed. The Provost’s Office is drafting a policy on how to centralize funds. Units cannot pay for VSP and it must be subsidized. It has been estimated that 40% of those eligible will take the deal, but the number may be more, and it will cost upwards of $8 million. It is estimated that it will take three years to phase in this policy. The due date for retirement decisions will be March 25th with a 10 day grace period and can be rescinded by May 5th. There are 112 potential individuals at UMKC who could take the deal. Senators also ask how the deal will affect the pension.

Senators asked for access to the 50 page document behind the Student Success Model. FSEC will ask.

Senators asked why the new Travel Policy was implemented. Apparently, it’s to do with the Fiscal Office. FSEC will push to get more information.

**VII.** **Adjournment**

Meeting adjourned at 5:00pm.