

**Faculty Assembly Minutes**  
**Tuesday, September 24, 2019, ISB 160 Auditorium, 3:00 PM**

- I. Call to Order – B. Lynch (B.L.)
- II. Introduction to Senior Leadership – J. Schuster (J.S.)
  - A. President Schuster began by offering a few opening comments relevant to the last year before introducing his Senior Leadership Team:
    - Enrollment is up
    - Webster Finances: the unaudited results show that Webster is doing 5-10% better than what was budgeted for this, which is far better than in past years.
    - He stated that Webster has saved \$13 million in expenses over the last year.
    - In order to continue being mentioned in the US new and World Rankings, Webster will have to continue to save year after year
    - President Schuster said Webster still has challenges to address
  - B. Leadership Team:
    1. John Pyle (J.P.) – Chief Innovation Officer and President of Enrollment
    2. Nancy Hellerud (N.H.) – VP of Academic Affairs
    3. Richard ‘Rick’ Meyer (R.M.) – Interim CFO and VP of Finance
- III. Leadership Presentation
  - A. John Pyle – CIO & President of Enrollment
    - Admissions Efforts – Undergraduate enrollment across Webster campuses is up by almost 200 freshman compared to last year at 1353 students.
    - He would be hiring a Director of Admissions and a Director of Admissions Technology.
    - The discount rate is down approximately 6% from last year at a rate of 58-59%. The discount was at 64% in 2018.
    - The average ACT of incoming students is 24.5
    - The average high school GPA of incoming students is 3.6
    - 80% of Webster Groves freshman are from Missouri and Illinois
    - 24% are students of color
    - Across Webster campuses, Graduate enrollment is down by approximately 52 students compared to last year at 1105 students.
    - International campuses and the Webster Groves campus has gained the most students, wherein the extended metro, online and St. Louis extended campuses have gained a fewer number of those students and military bases are seeing the least amount of new students.
    - Undergraduate credit hours are at 114% of the budget – almost 6,000 over budget
    - Graduate credit hours are at 94% of the budget – approximately 1,700 hours below budget

B. Rick Meyer – Interim CFO and VP of Finance

- Webster is slated to take a 14.5% loss in 2019, but this is \$5 million better than 2018
- With all of the changes and cuts Webster has made, no faculty or staff were laid off and we saved a lot in expenses through travel and entertainment cuts
- A \$3 million loss is predicted for 2020
- We need to continue to be able to make \$5 million in cuts each year in order to break even in two years

C. Nancy Hellerud – VP of Academic Affairs

- The US News and World Report recognizes Webster University as one of 168 Midwest Regional Universities
- Their determinations are dependent upon rankings, recognitions and metric lists
- Highlights of Webster rankings are as follows:
  - 1<sup>st</sup> in class size with under 20 students
  - 4<sup>th</sup> in the Midwest top 25 for economic diversity
  - 45<sup>th</sup> for retention rate (77.9% for fall 2018)
  - 48<sup>th</sup> in graduation rate (based on 2017-2018 AY)
  - 53<sup>rd</sup> in Pell recipients
- Webster was recognized for their Study Abroad programs, best college for veterans, best value school, and for social mobility

D. Questions for Leadership Team:

**1. What positively impacted Webster and moved us up 6 points on the list and what can we do to improve it more?**

**N.H.:** 1) schools are constantly moved around the different categories of rankings, and 2) peer analysis went up (which could include research completed or recognition by media).

**2. Aren't we encouraging students to change their majors by deleting programs and if programs are deleted, won't students go to other schools?**

**N.H.:** The Academic Program Review Committee looks at those programs. I am not aware of students being told to change majors.

**3. What is actually happening when you say "discounting?"**

**J.P.:** Discounting is essentially an unfunded scholarship wherein \$10,000 to \$12,000 is taken off the published tuition price. Regional universities commonly discount.

**4. How does this new Leadership structure affect enrollment?**

**J.S.:** We discount approximately \$37 million. \$4 million comes out of the endowment. So, \$33 million is money we are just not bringing in. Our endowment is not big enough.

**5. We need to get students from beyond the Missouri and Illinois. How are we doing this?**

**J.P.:** We will be hiring a regional recruiter, someone that lives in a certain metropolitan area to recruit. Studies show most students don't like to go more than 100-125 miles away from home so we will be going to territories where there is student growth, regional fairs in Memphis. We have also purchased a subscription to Naviance software.

**6. How much does a credit hour generate in revenue?**

**J.S.:** It is different prices on different campuses.

**J.P.:** Global university systems are different from ours, i.e., Uzbekistan generates \$500,000 net tuition. In Leiden we revenue share.

**7. I believe that we need to start offering discounted rates to transfer students just as much as new undergraduate freshmen in order to attract more of them. Our university is going to be a 2-year university in the future.**

**J.S.:** There will be an increased focus on fundraising and branding of the university. There will be more changes coming in the weeks to come to solidify new positions. Faculty do have the right to participate in changes that affect them.

Also, we are looking at having another entity utilize our Gateway campus better than we are at this time.

E. Questions from the Faculty for Bill Lynch and the Faculty Senate to discuss:

1. I do not like this ongoing trend of university reorganization and not going through the proper procedures for hiring.
2. I am concerned that the Board is acting without faculty participation.
3. I do not like the Board's disregard to best practices as put forth by the American Council of Education and the AAUP. Faculty and the Board need to be involved in choosing a President. The Board needs better education on the governance process.
4. My concern is with pay. Julian said there is additional help coming in the future. How does this affect the budget?

5. Julian said there were no bump raises given to him or Beth (Stroble) with these new titles. What about bonuses they may have received?
  6. I am also concerned with any raises they may get as I am troubled by the mandatory furlough day of the staff last year. Are they going to have to do that again, especially when the administration is getting raises?
  7. The fact that John Pyle is adding positions of regional recruitment is a good expenditure of money. We have needed that for a long time. I still see lack of transparency in the administrative bloat, though not with John Pyle.
  8. The efficiencies that have been made have caused many staff to leave Webster and they are not being replaced in different departments and areas and this is causing me to have a difficult time in completing my work. I would like data on this.
  9. Retired professors are not giving to the university anymore. They are cutting them off. There are eyes outside of the university watching what is going on here.
- F. Bill Lynch provides an historical account of events leading up to the administrative changes from his experiences.

**The Faculty Assembly unanimously approved a motion by K. Welsh, seconded by J. Aleshunas to adjourn the meeting at 4:37 P.M.**

