

Faculty Assembly Meeting
Tuesday, October 27, 2020, Via Zoom 3:00PM

I. Meeting called to order by Senate President Bill Lynch

President Lynch welcomed all attendees via Zoom and congratulated them on navigating the challenges of Fall I. (Approximately 95 people in attendance).

II. Update from President J. Schuster

President Schuster thanked everyone, particularly the Nursing Department, for being shining examples of how to care for our community. He went on to commend President B. Lynch and all those who devoted the Fall Faculty Institute to racial and social inequities.

President Schuster stated that the pandemic had a negative impact in the last three months of the last fiscal year (March through May 2020) of approximately \$3.5M with an overall loss for the year at \$9M. He said they had originally budgeted a loss of \$12M so they did better than planned.

This fiscal year has been hit harder with a \$10M loss in revenue and expenditures and another \$10M due to Covid expenses totaling a \$20M deficit.

President Schuster said our losses must be arrested by loss management, operational efficiencies and finding new revenue. This can be accomplished by improving our marketing of current programs and new programs. He went on to explain that faculty must have a strong interest in assessing and analyzing data to find efficiencies by deciding what it takes for Webster to provide one credit hour of education per student. We have promised HLC that Webster will have a balanced budget by 2025 and in order to do that, tough decisions will have to be made, but we will not raise tuition in order to do so.

President Schuster reported that fundraising is 40% higher than in past years. It is currently at \$4.4M. He explained that the only way to create sustainability is to increase enrollment.

President Schuster reported that within the Webster community there are 28 administrative positions, 299 full-time faculty and 500 staff and that savings will be found within each category. This means that fast changes are coming, and we must decide what the implications of these actions will be. If we do not make these decisions, the scenario will be very different.

President Schuster would like to continue the shared governance with faculty by preserving mutual trust. He has instructed the Salary and Fringe Benefits Committee to continue to work on benchmarking salaries. He invites all to contribute to the difficult conversations.

Senate President Bill Lynch thanked President Schuster for his transparency. He stated he would be meeting with the Salary and Fringe Benefits Committee later this week and will report back to the Senate. He said Covid-19 has amplified and accelerated the changes we already needed to make. The Senate invites anyone who would like to assist in possible changes to curriculum, retention, new programs to please contact their Senator

or himself. The Administration is inviting us (faculty) to look at the data and restructure our organization so please get involved.

President Schuster responded to a few questions from faculty:

When asked how Webster compares to other similar universities regarding impact and losses, President Schuster explained that they are all in similar situations. Some of the institutions are trying to keep their data proprietary. Justin Bitner will be sharing data he is collecting on other institutions soon. We are much better equipped to battle Covid than other universities due to our existing robust online presence.

When asked what the goal is for Webster at this time as we move to having a balanced budget by 2025, he explained that focusing on the Webster Groves campus is the main goal as the majority of our losses are stemming from here. We need to look closely at the infrastructure to see where we can continue to operate with a certain margin and where we can mitigate negative margins.

President Schuster was asked why online course data is kept separately from St. Louis campus data as it is the St. Louis faculty who create these courses. He stated that if someone in Florida takes an online course, that cannot be attributed to the St. Louis campus.

A professor would like to know what exactly President Schuster is referring to when he says things are 'on the table'. He states that 60% of Webster's expenditures are labor related. He stated they cannot get around dealing with this expenditure. We have to discuss it and how it will take place. We have decreased institutional revenues by \$22M and we need to increase or maintain our enrollment by finding new sources of revenue through fundraising and grants. He explained that status quo is not an option and the worst thing we could do. This would mean that colleagues are unwilling or incapable of facing challenges.

III. Student Challenges – John Buck, Dean of Student Services

Dean Buck explained that Webster students are dealing with economic challenges, racial reckoning and Covid-19 all at the same time. He reported on the steps his department is taking to assist the students:

- a. Counseling – at this time there are two full-time counselors, three externs, and seven interns in the Counseling Department to assist students with their mental health needs. If necessary, students are being referred to other mental health practitioners in St. Louis, including Dr. Dale Anderson, a psychiatrist on Webster retainer.
- b. Residence Halls – these have been de-densified by having only one student per room. The students are feeling isolated. There is only an 8:1 ratio of students per Resident Advisor cutting possible Covid outbreaks in half.
- c. Justin Barton is in charge of Connection Leaders who have been assigned a group of students to follow up with on a weekly basis.
- d. Infractions of student conduct including masking and overnight visitors has been sternly enforced. Three students have been suspended and many warning letters have been sent to students. There have only

been 14 positive student cases of Covid since August and only three of those were on-campus residents.

- e. Dr. Buck said his department has been engaging with parents and families since June and now have monthly Zoom meetings to address concerns. Parents have been very supportive of Webster's guidelines and reinforcing them with their students.
- f. Dr. Buck stated if students are in need of technology, they have purchased 85 Surface GOs. They have plenty available. Also, if students are in financial need, they can apply for a Gorlok Now grant, student loans through Webster or speak with the Financial Aid office. They are also trying to get financial support for International students as they are not eligible for the government payouts.

Dr. Buck explained that if students test positive or need to quarantine, there are many choices of rooms available. Rooming is decided on a case by case basis. Food can be delivered to them as well as an available laundry service. He said that there is no testing being performed on campus and students are referred to Total Access Urgent Care. He said if any faculty need help with guiding a student to please contact him.

IV. Global Citizenship Program (GCP) Assessment – Scott Jensen

Until recently, GCP requested annual assessments of programs, but the pandemic slowed things down. They are now again requesting assessment be completed based on pairings of skills in different programs coded for these skills. There are six skills altogether. Departments need to collect data on how well the programs are teaching these skills. The skills/timeline table is attached (*Attachment A*). GCP will be holding two discussion meetings to address data collection. The meetings will be held November 12 at 4PM and November 13 at 9AM. S. Jensen will send out the meeting information in the near future. He will also provide a document which GCP created in assessment of the entire program.

V. Senate President Update – Bill Lynch

President Lynch stated he is in continuing dialogue with the administration through ongoing conversations. He will be meeting with Salary and Fringe Benefits Committee on Thursday and will report to the Senate. He was invited to the financial planning meeting in November regarding next year's budget. If anyone would like to join Senators in assessing budgetary data, please contact them. He thanked everyone for all that they are doing and said it is an honor to represent them.

Upon motion by M. Preuss, seconded by J. Palmer, the Faculty Assembly adjourned at 4:00PM.

Cycle of GCP Assessment Activities

| Year Cohort | Fall 2018 | Spring 2019 | Fall 2019 | Spring 2020 | Fall 2020 | Spring 2021 | Fall 2021 | Spring 2022 | Fall 2022 | Spring 2023 | Fall 2023 | Spring 2024 | Fall 2024 | Spring 2025 | Fall 2025 | Spring 2026 | Fall 2026 | Spring 2027 | Fall 2027 | |
|--------------------------|------------|-------------|---------------|-------------|--------------|-------------|-----------|--------------|-----------|--------------|--------------|-------------|--------------|-------------|-----------|--------------|-----------|-------------|-----------|---------|
| Critical Thinking | Old Report | Plan* | Collect Data* | | | | | RIS | Report* | Plan | Collect Data | | | RIS | Report* | | | | | |
| Quant Literacy | Old Report | Plan* | Collect Data* | | | | | RIS | Report* | Plan | Collect Data | | | RIS | Report* | | | | | |
| Oral Communication | Old Report | | Old Report | Plan* | | | | Collect Data | | RIS | Report* | Plan | Collect Data | | | RIS | Report* | | | |
| Written Communication | Old Report | | Old Report | Plan* | | | | Collect Data | | RIS | Report* | Plan | Collect Data | | | RIS | Report* | | | |
| Critical Reasoning | Old Report | | Old Report | | **Old Report | | | Old Report | Plan | Collect Data | | | RIS | Report* | Plan | Collect Data | | | RIS | Report* |
| Intercultural Competence | Old Report | | Old Report | | **Old Report | | | Old Report | Plan | Collect Data | | | RIS | Report* | Plan | Collect Data | | | RIS | Report* |

KEY

- Old Report** Old Assessment 1.0 reporting format
- Plan** Departments create plans for each skill for this reporting cycle
- Collect Data** Departments collect data for each skill for this reporting cycle
- RIS** Departments Review data, Reflect on what they learned, and Share their process with faculty at the Collaboratory
- Report** New Assessment 2.0 reporting format

*Due to COVID-19 modifications during SP20 the GPC moved to extend the calendar timeline and allow deadlines for reporting, data collection, and planning by one week (motion approved March 31, 2020)
 **Old reports for Fall 2020 for CTR and INTC are optional